

2006 ~ 2007

Placer County



Training Catalog

***Organizational
Development***

Supporting Your Career Development

In Memory of
Peggi Koenecke
September 6, 1956 – December 2, 2005



A wise man once said, "teachers inspire us to achieve things we never thought possible."

Peggi's dedicated service, patience, and instruction enriched our lives. She inspired us to become more effective managers, team members, and communicators not only with our citizens, but with each other.

For all the wonderful experiences her teaching gave us, we are all truly grateful.

A good teacher is like a candle — it consumes itself to light the way for others!

A Message From... Organizational Development

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The Organizational Development's (OD) mission is dedicated to offering training, education, and career development to all county employees. The new millennium presents us, the county employees, with many challenges and opportunities not only to increase our knowledge and productivity, but also to provide more skilled service to the citizens of Placer County.

This catalog contains a description of services provided including: training classes, facilitation, mediation, and career counseling, as well as information about our Resource Center. With over 70 different classes available, employees have an opportunity to enhance their careers and improve their abilities. The classes are taught by working professionals who are experts in their field. For those employees interested in management training, a leadership development program is available to prepare you for supervision and leadership roles.

You will also find that OD offers facilitation services to departments and community groups who appreciate an impartially lead, smooth-running meeting. Facilitators provide direction and a consensus building process to ensure your meeting has a successful outcome. In addition, several OD staff members are trained mediators. Mediation is a method of resolving disputes in which two or more parties meet with a trained, impartial person who assists the parties in reaching a mutual agreement. Facilitation and mediation can help in improving working relationships in your department.

The OD Resource Center houses a host of available books, periodicals, and videos that are available for checkout. We invite you to stop by OD and browse through the audio-visual library. Staff can assist you with selecting the right materials for your meeting or presentation. Another service you might find interesting is career counseling. If you are planning to continue your career in government, we have career counseling services available for all employees.

This is an exciting new century for Placer County as we experience new growth and challenges. We look forward to working with you and seeing you succeed in your career in Public Service.

ORGANIZATIONAL DEVELOPMENT

VISION: EXCELLENCE IN . . .

- ◆ Learning ◆ Leadership ◆ Customer Service
- ◆ Organizational Performance ◆ Professional Development

MISSION: To create opportunities for employee development and growth, and building of positive relationships in Placer County.

SCOPE: Provide educational and career development for employees, conduct facilitation, mediation, and specialized training for county departments, and other government agencies, coordinate employee recognition and reward programs, and identify opportunities for employees to contribute to Placer County communities and constituents. Foster a viable workforce by collaborating with other county departments in the areas of employee retention, recruitment, and professional development.

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Gold Country Consortium

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Class Information

Class Announcements

OD will publish an annual class schedule indicating dates, times, instructors, and locations, as well as detailed monthly notices. To enhance employee development, we encourage discussing these announcements in staff meetings, employee meetings, and as part of the performance evaluation process.

Every effort has been made to ensure the accuracy of the information presented in this publication. However, from time-to-time, there may be schedule changes. Also, classes may be limited in enrollment due to the facility or course definitions. Classes are subject to cancellation due to low enrollment or at the discretion of OD management. In case of cancellation, OD and the Training Coordinators will make every effort to notify employees, and to assist in selecting a substitute class.

Important Information about Classes

We will, at times, add a class that was not included in the original Catalog. OD will send out an email message to all employees in regards to the course description, outcomes, dates, and location of these classes.

Automated County Online Resource Network (ACORN)



On July 1, 2004, Organizational Development staff have been enrolling all Placer County employees who have attended OD training classes into the ACORN training module. In the Fall of 2005, the individual department training coordinators began enrolling their employees attending OD training classes into the ACORN training module. Employees may obtain a copy of their training history through their department training coordinator.

Class Registration

All employees are required to get approval from their supervisors before signing up for a class. Interested employees will sign up for classes through their Department Training Coordinator (see list on page 49).

Class Participation

Most classes will have a “target audience” for which the program was specifically designed. Acceptance into a class is based upon the following criteria:

- ✓ These specific designations are described as: everyone, supervisors, managers, professional staff, and specific groups such as designated trainers.
- ✓ This specific designation is usually identified by an employee job function, title and/or employment status; i.e., supervisor, manager, etc.
- ✓ Employees who fall outside of the “target audience” may also benefit from participation in certain classes. These employees will generally be accepted for enrollment provided they receive appropriate supervisory approval and sufficient training slots are still available for registration.
- ✓ Efforts will be made to serve a cross representation of employees from all locations, unless a class is being specifically scheduled for one specialized group of employees.
- ✓ Since class size is limited for all of the training programs, the sooner registration occurs the greater the likelihood of confirmation.
- ✓ Employees who show up to a class without having formally registered ahead of time risk the chance of not being admitted.
- ✓ All employees attending classes will receive a certificate of completion at the end of the class period.

Organizational Development (OD) is located at 11486 B Avenue, Auburn, 530.886.5270. OD monitors the employee registration process for all courses offered.

Class Descriptions

Accounting Journal Entries

Time

1/2 day

This class is going to focus on all types of accounting journal entries, including, but not limited to, receivable accruals, deferred revenue, prepaids, capital assets, long-term debt, and interfund activity.

At the end of this course, you will be able to:

- ✓ Record journals that impact the general ledger Performance Accounting System (PAS).
- ✓ Have an in-depth understanding of interfund transactions and how to record such transactions using current document types and T-codes.

Course Code

0076

Who Should Attend

Everyone

General

Active Stress Reduction

Time

1/2 day

This class will focus on ways to handle stressful situations both at home and in the workplace. You will learn to identify places in your body where tension is held and learn to release that tension through movement and breathing techniques. The goal is to become more responsive to situations instead of reacting in old, harmful patterns. *Please dress in casual-comfortable clothing and bring an exercise mat, towel, or blanket! *

At the end of this course, you will be able to:

- ✓ Identify the major sources of stress in your life
- ✓ Understand the physical and mental response to stress
- ✓ Use breathing techniques to break through the "stress loop"
- ✓ Use several effective techniques to relieve tension in the neck, shoulder, and lower back
- ✓ Practice techniques at your desk or place of work when the tension or stress gets too high

Course Code

0013

Who Should Attend

Everyone

Personal Development

Administrative Support Certificate Program

Time

Series: 6 half days

The Administrative Support Certificate Program was developed as a response to the Training Needs Assessment Survey.

Courses were designed to teach administrative support personnel the skills to maximize their effectiveness within their respective departments.

The following sessions are scheduled to be part of this program:

- ❖ How We Communicate Without Speaking
- ❖ Writing Clear, Concise Correspondence
- ❖ Conflict Management
- ❖ Time Management
- ❖ Adjusting to a Changing Environment
- ❖ Tips for Optimal Problem Solving

At the end of this course, you will be able to:

- ✓ Work collaborative with others
- ✓ Respond to customers needs
- ✓ Present information to others
- ✓ Manage difficult customers
- ✓ Work toward department goals
- ✓ Remain open to new ideas
- ✓ Analyze information
- ✓ Identify problems
- ✓ Use logical reasoning
- ✓ Make decisions in a timely manner

Course Code

0033

Who Should Attend

Any employee in an administrative support position

General

Advanced Management Practices (AMP)

Time

Series: 7 days

The purpose of this series of classes is to provide management and professional staff an opportunity to learn and apply modern management techniques to their job. This series consists of seven management topics, with an emphasis on enhancing the employee's communication, analytical, and conceptual skills. These management topics include:

- ❖ Interest-Based Communication
- ❖ Group Dynamics – Meetings
- ❖ Coaching and Counseling
- ❖ Advanced Personnel Practices
- ❖ Public Presentations
- ❖ Strategic Management

At the end of this course, you will be able to:

- ✓ Use the learned techniques and apply interest-based communication
- ✓ Develop the strategies to create effective strategic planning
- ✓ Teach the skills, knowledge, and mindset to lead and participate in efficient meetings
- ✓ Create a public presentation to the Board of Supervisors
- ✓ Compare and contrast approaches to coaching employees for improved work performance

Course Code

0080

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Assertive Communications Skills Training

Time

1/2 day

New Class

Spring 2006

Communicating assertively, as opposed to passively or aggressively, creates an environment that enhances productivity through respect. In this class you'll discover communication strategies to help you communicate your needs and ideas effectively to anyone ...with-out being at the mercy of your impatience, anger, or fear of rejection or confrontation.

At the end of this course, you will be able to:

- ✓ Communicate with openness, directness, and respect
- ✓ Adapt your communication style to get the results you want
- ✓ Insure your nonverbal message supports your verbal message
- ✓ Speak assertively; one-on-one or in group meetings
- ✓ Speak to people with whom you find it difficult to talk
- ✓ Express anger (or any emotion) without letting it control you or the situation

Course Code

0104

Who Should Attend

Everyone

Communication

Behavior is the Key: Building Successful Relationships

Time

1 day

New Class

Fall 2005

Understanding your own and other's communication comfort zones can make all the difference in your ability to achieve the best possible outcomes with people. So far as dealing effectively with others is concerned, the skills you will learn in this course are among the most important to workplace success. A major "Aha" awareness experience, the tools offered in this course are not just for the workplace, but for dealing with most any of the adults, teens, and/or children in your life!

At the end of this course you will be able to:

- ✓ Identify your behavior style comfort zones and learn how you impact others
- ✓ Identify and honor other's style to help you establish rapport and meet their needs
- ✓ Appreciate the unique strengths you and others bring to teamwork settings
- ✓ Make informed communication choices for more successful male/female interactions
- ✓ Deal with morale destroying negativity in yourself and others
- ✓ Identify other's preferred relationship currency and build up positive accounts

Course Code

0092

Who Should Attend

Everyone

Communication

Coaching and Motivating Employees

Time

Series: 5 half days

BUS107 Sierra College

Units: 1

Participants will learn how to create motivational work environments and why such environments are critical to sustaining high levels of individual performance and organizational productivity. This course will provide the foundation concepts in coaching and motivation and the contemporary applications used by organizations.

At the end of this course, you will be able to:

- ✓ Evaluate the relationship between individual needs and motivation
- ✓ Analyze the impact of the equity theory on behavior
- ✓ Determine when to use both extrinsic and intrinsic rewards to motivate
- ✓ Analyze alternative job designs by completing self assessment instrument and small group discussion
- ✓ Compare and contrast approaches to coaching employees for improved work performance

Course Code

0027

Who Should Attend

Everyone

Communicating in Teams: Skills That Make a Difference

Time

1/2 day

How effective are your team communication skills? Is what you intend to say what your team members perceive?

Research has shown that teams can outperform individuals, but only if they have methods to bring their ideas out in the open and discuss them creatively. Communication is the vehicle teams use to get their work accomplished. When teams work well together, ideas flow freely among the members and if conflicts surface they can be managed. When they are not working well, often it is because team members are not communicating effectively.

At the end of this course, you will be able to:

- ✓ Be aware of the need to match what the team intends to communicate and what the members actually perceive
- ✓ Review guidelines for excellent team communication
- ✓ Assess effective listening skills
- ✓ Understand the impact of body language, tone of voice, and words used when communicating with team members
- ✓ Develop an action plan for using these new skills on the job

Course Code

0003

Who Should Attend

Everyone

Communicating With Respect

Time

1/2 day

Communication is the essential tool for productive working relationships. Communicating with each other effectively requires respect and a desire to treat and be treated with dignity.

At the end of this course, you will be able to:

- ✓ Understand communication styles of various people
- ✓ Use skills and verbal judo techniques
- ✓ Avoid communication barriers
- ✓ Gain empathy through understanding
- ✓ Respect differences in personal views
- ✓ Understand how consistency builds great expectations
- ✓ Understand why attitudes of caring produce great results
- ✓ Understand how body language sends the real messages

Course Code

0004

Who Should Attend

Everyone

Computer Ergonomics

Time

1/2 day

After spending long hours at the computer, do you experience eyestrain and/or wrist, neck, and back pain? The risk of developing these potentially chronic musculoskeletal problems can be greatly reduced through proper ergonomic modifications to the workstation and understanding proper body mechanics.

At the end of this course, you will be able to:

- ✓ Understand what ergonomics is
- ✓ Learn some of the risk factors and hazards
- ✓ How to conduct an ergonomic evaluation and complete an hazard assessment
- ✓ Learn prevention and control measures
- ✓ Identify some of the ergonomic equipment options

Course Code

0026

Who Should Attend

MANDATORY for County employees who use a computer for 20+ hours per week. The class is also strongly recommended for supervisors of employees who spend most of their time on the computer and for all employees who use a computer at work or at home.

Safety

Conducting Effective Interviews

Time

Series: 5 half days

BUS106 Sierra College

Units: 1

An overview of recruitment and the selection processes organizations use to screen and select applicants for employment. Participants will learn how to develop job analysis, prepare for oral interviews, and identify specific strategies for hiring.

At the end of this course, you will be able to:

- ✓ Compare and contrast recruitment and selection processes
- ✓ Analyze selected job and develop associated job description and specifications
- ✓ Examine the common steps of the selection process
- ✓ Plan and conduct a job-related interview through assigned case study
- ✓ Identify potential common hiring mistakes that can lead to legal problems

Course Code

0028

Who Should Attend

Everyone

College Credit Classes

Conflict: Addressing the Heart of Conflict Issues

Time

1/2 day

New Class

Spring 2006

Destructive conflicts are a thief of time, energy, peace, and productivity. Are you tired of having to deal with the same kinds of conflicts over and over again? This course takes you to the heart of conflict issues by exploring the five basic kinds of conflict and why they keep recurring. Also, this course helps participants to evaluate their conflict resolution behaviors and understand why they are or are not working. Finally, participants will learn what they can do about conflict when no one else seems to care.

At the end of this course, you will be able to:

- ✓ Have clear understanding of why some of us are the problem when conflicts are not resolved — a telling attitude check
- ✓ Have the ability to follow three simple conflict resolution methods to get to the heart of the issues
- ✓ Better handle emotions under pressure
- ✓ Be equipped to maintain peace, order, and productive collaboration

Course Code

0028

Who Should Attend

Everyone

Conflict Management

Counseling, Performance Management, and Discipline

Time

1 day

New Class

Fall 2005

This class is designed to provide Managers, Supervisors, Professional Staff the tools to effectively manage their staff's job performance. This course will highlight the key concepts in counseling, performance management, and progressive discipline and the corresponding Placer County policies.

At the end of this course, you will be able to:

- ✓ Understand the role of the Civil Service Commission, Personnel, and all the State and Federal Laws, Placer County's Charter, Memorandum of Understandings (MOU's), and Chapter 3 that are related to Personnel activity
- ✓ Identify the attributes of a Performance Management System
- ✓ Apply the various steps of progressive discipline toward the managing of staff
- ✓ Learn the procedures regarding the 10 steps of discipline in Placer County

Course Code

0084

Who Should Attend

Managers, Supervisors, Professional Staff

Co-Worker Relationships

Time

1/2 day

This course explores relationship styles and how YOU affect your choice of career and possible success in the workplace. Relationships between supervisors and subordinates as well as peer relationships will be explored, with an eye on "maximizing the mission" while enjoying the journey.

At the end of this course, you will be able to:

- ✓ Identify relationship styles and types
- ✓ Use communication skills and to develop rapport
- ✓ Reframe and see things from a different perspective
- ✓ To move from conflict to cooperation by overcoming objections such as resistance and anger
- ✓ See the uniqueness in people

Course Code

0029

Who Should Attend

Everyone

CPR and First Aid

Time

1 day

This course is designed to teach participants the basic first aid instructions for the layperson, which covers CPR, medical emergencies, and basic care for adults. This class material has been updated to instruct participants in the newest 2000 CPR guidelines. "Please wear comfortable, casual clothing."

At the end of this course, you will be able to:

- ✓ Perform CPR with ease and without hesitations
- ✓ Be able to successfully care for someone due to an illness
- ✓ Become familiar with the automated external defibrillator (AED)

Course Code

0065

Who Should Attend

Everyone

Leadership Development

General

Safety

Creating a “Quality with a Capital Q” Environment

Time

1 day

New Class

Fall 2005

No one would deny the need for quality in the workplace. The challenge comes in balancing that need with increased regulations, limited budgets, a changing workforce, increasing technology, and customer expectations.

In this course you will learn to build on five foundational concepts to create an environment where quality of service and product is built into the process.

At the end of this course, you will be able to:

- ✓ Recognize the difference between small “q” and big “Q” quality
- ✓ Use a customer-supplier dialogue model to ensure Quality
- ✓ Discuss and calculate the cost of quality
- ✓ Utilize an eight-step model to ensure continuous quality improvement

Course Code

0091

Who Should Attend

Everyone

General

Critical Thinking Basic

Time

1 day

New Class

Spring 2006

The Critical Thinking Basics course is a one-day interactive experience in which participants have an opportunity to learn and apply the basic concepts of logical analysis. Participants will learn how to use systematic logic in writing statements and proposals that are clear, make sense, and are logical and feasible. In this class, you'll acquire the knowledge to identify contradictory, non-supporting examples and conclusions, and the elements and structure of problem statements.

At the end of this course, you will be able to:

- ✓ Judge the validity of statements and conclusions based on an objective system of analysis
- ✓ Identify fallacies and questionable or invalid conclusions
- ✓ Compose statements and conclusions that are clear and logically valid
- ✓ Recognize significantly enhanced listening and communication skills
- ✓ Have increased objectivity in analyzing problems, creating proposed solutions, and deciding on courses of action
- ✓ Share a common vocabulary for objective analysis, discussion, and decision making
- ✓ Gain empowerment through decision-making based on facts and logic rather than on unfounded assumptions, illogical conclusions, hunches, and emotions

Course Code

0091

Who Should Attend

Everyone

General

Customer Service

Time

1/2 day

Excellent customer service begins with Managers, Supervisors, and Professional Staff who are committed to provide the best possible service in the best possible ways. There are four elements to providing exceptional customer service for internal and/or external customers. They are policies and procedures, environment, expertise, and behavior. Managers, Supervisors, Professional Staff need to understand and be involved with planning and implementing each of these elements.

At the end of this course, you will be able to:

- ✓ Survey customers for needs and desires
- ✓ Evaluate current customer service policies and processes, and plan new and/or improved
- ✓ Examine the customer service environment and/or site for possible improvement
- ✓ Identify needed expertise or behavior changes and make a training plan

Course Code

0031

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Dealing With Difficult Customer Situations

Time

1/2 day

New Class

Spring 2006

"I can't believe this—what's wrong with you people?!" As service providers we've all faced the dreaded difficult customer. The situation can cause great stress and tension to both the employee and customer. Knowing how to resolve the conflict quickly and professionally can make a big difference how employees perform their jobs in providing quality customer service.

This class is designed to equip participants with practical, easily adaptable ideas that will help employees deal effectively with customers in all types of difficult situations.

At the end of this class, you will be able to:

- ✓ Recognize four things that all customers want in terms of service
- ✓ Analyze the impact of body language, tone of voice, and the words used when dealing with customers
- ✓ Know when to apologize and when to empathize
- ✓ Understand the six steps for handling difficult people
- ✓ Share "stress-busting" techniques
- ✓ Formulate a personal action plan for dealing with difficult customer situations

Course Code

0012

Who Should Attend

Everyone

Customer Service

Debt Elimination and Personal Financial Management

Time

1/2 day

This Personal Finance class focuses on training employees (and families) how to use the money they are already earning to ELIMINATE ALL THEIR DEBT. Debt can be a leading cause of stress in their career, marriages, and relationships—basically, their whole life.

At the end of this course, you will be able to:

- ✓ Understand how to pay off all debt, including a home mortgage, in five to seven years
- ✓ Use the step-by-step Debt Elimination Plan
- ✓ Regain ownership of your life and future and improve health and relationships
- ✓ Become less vulnerable to economic changes

Course Code

0087

Who Should Attend

Everyone

Personal Development

Defusing Difficult Situations

Time

1/2 day

New Class

Fall 2005

This class is designed for a person working in a department that serves a high volume of citizens. In this course you will learn to recognize potentially difficult situations and use defusing techniques to handle customer service issues. By learning new skills you will be empowered to provide more competent and effective service.

At the end of this course, you will be able to:

- ✓ Understand the reasons people react to stressful situations
- ✓ Recognize the verbal and nonverbal messages that usually precede a hostile encounter
- ✓ Understand that good customer service and professional conduct will minimize the threat of violence in the workplace
- ✓ Defuse and prevent potentially hostile situations while practicing good people skills

Course Code

0085

Who Should Attend

Everyone

Personal Development

Defusing Difficult Situations Advanced

Time

1/2 day

New Class

Fall 2005

This advanced class is an augmentation to the Defusing Difficult Situations training which is offered to all employees.

In this session, students will participate in role playing scenarios of their own design. They will practice and critique what they have learned about resolving conflict.

At the end of this course, you will be able to:

- ✓ Recognize dangerous and unacceptable behavior within ourselves and others
- ✓ Substitute acceptable behavior for unacceptable conduct
- ✓ Participate in an open forum allowing students to share their own knowledge and experiences

NOTE: Although it is encouraged, participation in role playing is not mandatory to attend this training.

Course Code

0019

Who Should Attend

Everyone

Prerequisite

Diffusing Difficult Situations

Disciplining Employees

Time

Series: 5 half days

BUS110 Sierra College

Units: 1

This course will provide in-depth coverage of performance counseling, positive discipline, and negative discipline. Appropriate procedures for progressive discipline. Applying discipline principles including conducting a thorough investigation and documentation. Distinguishing between at-will and just-cause employees.

At the end of this course, you will be able to:

- ✓ Compare and contrast the main purposes/limitations and negative/positive forms of discipline
- ✓ Apply the main principles of effective discipline
- ✓ Determine mitigating factors in disciplining an employee
- ✓ Apply effective discipline concepts by writing sample documentation from hypothetical scenarios
- ✓ Conduct a disciplinary discussion

Course Code

0032

Who Should Attend

Everyone

Driver Improvement Training

Time

1/2 day

The number one cause of workplace-related fatalities is motor vehicle accidents. This class is designed to improve each participant's ability to prevent motor vehicle accidents and minimize injury and property losses.

At the end of this course, you will be able to:

- ✓ Manage risk when driving
- ✓ May receive an Insurance Discount
- ✓ Better manage emergency situations; e.g., problem drivers, road rage situations, tail gaiters and vehicle failures
- ✓ Understand "how to go" on ice and snow

Course Code

0006

Who Should Attend

MANDATORY for employees that drive County vehicles and strongly recommended for all that drive private vehicles on County business.

Personal Development

College Credit Classes

Safety

Employment Law for Supervisors

Time

Series: 5 half days

BUS112 Sierra College

Units: 1

This class introduces students to the employment rights and responsibilities of employers and employees in all sectors of the economy. The content includes legal aspects of hiring, discrimination, wage and hours, benefits, and health and safety.

At the end of this course, you will be able to:

- ✓ Recognize legal issues regarding the employment relationship
- ✓ Apply effective preparation techniques for the hiring cycle
- ✓ Appraise employment policies regarding workplace tolerance and interpersonal conduct
- ✓ Analyze wages, hours, benefits, and health and safety practices

Course Code

0045

Who Should Attend

Everyone

College Credit Classes

Evaluating Employee Performance

Time

Series: 5 half days

BUS109 Sierra College

Units: 1

This course takes a look at the Supervisor's role in preparing and conducting performance appraisals, formal and informal appraisals; common methods of appraisal, effective performance discussions, and employee development.

At the end of this course, you will be able to:

- ✓ Analyze various methods of formal appraisals and effectively document employee performance
- ✓ Observe and record employee behaviors
- ✓ Conduct an effective evaluation discussion
- ✓ Identify common errors and biases made in judging performance
- ✓ Write development goals

Course Code

0034

Who Should Attend

Everyone

College Credit Classes

Explore Age & Cultural Differences in the Workplace

Time

1/2 day

For the first time in history, there are four generations working side by side in the workplace. Ballot measures must be translated into multiple languages. In classrooms throughout the country, teachers deal with students from cultures around the world. Our world is diverse. Learn how to understand and work with people of diverse backgrounds and influences in a lively, interactive, and motivating course that will alter your view of your workplace and the world.

At the end of this course, you will be able to:

- ✓ Appreciate the differences among the four generations in the workplace
- ✓ Discover for yourself the real diversity that exists in your world
- ✓ Understand how communication styles cross culture and age differences
- ✓ Gain an appreciation of the various cultures and their influences in today's workplace and how you can best work with them
- ✓ Develop an action plan to familiarize yourself with various age and cultural differences in your workplace and community

Course Code

0103

Who Should Attend

Everyone

Communication

Examine Male & Female Communication Styles

Time

1/2 day

When a woman nods as you're speaking, do you assume she is agreeing with you? Where is the best place for a man and woman to communicate? How does a man perceive a situation different from a woman? Relating to men and women shows up in all aspects of our daily lives. Each gender has its own style of communicating and relating. This course will reveal some of these differences in a lighthearted yet important way to pave the way for improved communication and understanding among the sexes.

At the end of this course, you will be able to:

- ✓ Understand the concept of differing communication styles.
- ✓ Know how physical differences in the male and female brain influence communication.
- ✓ Gain an appreciation of each gender's approach to problem solving.
- ✓ Practice navigating a conversation utilizing the male and female approach to communicating.
- ✓ Develop and practice body language that will close gaps in communication between men and women.

Course Code

0023

Who Should Attend

Everyone

Communication

Four Critical C's

Time

1 day

An executive coaching workshop for Managers, Supervisors, Professional Staff. The four critical C's focuses on the importance of Managers, Supervisors, and Professional Staff practicing (1) Confidentiality, (2) Consistency, (3) Communication, and (4) Collegiality. Understanding the importance of each of the Four Critical C's and developing practical ways to apply them lessens workplace conflicts, and strengthens the positive professional image.

At the end of this course, you will be able to:

- ✓ Appreciate the personal and professional costs of being careless with the C's
- ✓ Evaluate kinds and degrees of information that should be kept confidential
- ✓ Establish criteria for consistent application of policies, privileges, and opportunities
- ✓ Apply important managerial communication behaviors with boundaries
- ✓ Understand the importance of and action plan ways to build collegiality

Course Code

0042

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Get that Job! Interviewee Tips

Time

1 day

An interactive course to learn the basic strategies and tactics on how to effectively prepare for an interview. Learn some of the Do's and Don'ts of application and resume writing. Understand the different types of interview questions, and develop effective communication skills to get that job!

At the end of this course, you will be able to:

- ✓ Prepare for an interview
- ✓ Understand the different types of interview questions and the most effectively way to respond
- ✓ Understand the Do's and Don'ts of interview conduct
- ✓ Understand the different types and characteristics of nonverbal communication

Course Code

0043

Who Should Attend

Everyone

Personal Development

Hear This! Effective Listening

Time

1/2 day

New Class

Full 2005

"Hear This!" will give you the tools to develop one of the most important traits of personal and professional success. Learn the barriers that interfere with listening and develop awareness of how attitudes affect the way people listen. You will examine how poor listening habits are developed and learn the guidelines to empathetic listening. Properly applied, this course will change your life.

At the end of this course, you will be able to:

- ✓ Discover your listening competence level
- ✓ Explain the three levels of listening and the effect each has on communication and relationships
- ✓ Use techniques for getting the whole message
- ✓ Apply the Value Activation System to help others solve problems
- ✓ Create an important action plan for on-going development

Course Code

0017

Who Should Attend

Everyone

Communication

How We Communicate Without Speaking

Time

1/2 day

Some of the most powerful communication occurs without speaking, writing, or transmitting information on a computer. This powerful part of communication is referred to as non-verbal communication. Also, it is always occurring through our body language, verbal intonation, and our use of space and time. By understanding nonverbal communication we can become a more skilled communicator and more effectively communicate with our customers, co-workers, and bosses.

At the end of this course, you will be able to:

- ✓ Analyze nonverbal communication for different interpretations of meaning
- ✓ Understand the role of perception in nonverbal communication
- ✓ Recognize the problems with conflicting verbal and nonverbal messages
- ✓ Identify some of your own nonverbal habits that may be hampering communication

Course Code

0078

Who Should Attend

Everyone

Communication

Influencing Without Authority

Time

1/2 day

New Class

Full 2005

Do you ever have to influence a decision, process, or outcome when you don't have the formal authority to do so? Have you ever wondered, "How will I be able to exert enough influence to get the job done and still support the relationships I've built?"

Our ability to influence is directly related to our success at work. Effective influence focuses not only on getting what we want or need, but also on improving relationships. In this class you will learn not only how influence works, but step-by-step methods you can use to maximize your influence to gain the willing commitment of others.

At the end of this course, you will be able to:

- ✓ Increase your professional credibility
- ✓ Accomplish work effectively and efficiently
- ✓ Achieve personal, professional or organizational goals
- ✓ Build relationships of trust
- ✓ Reduce conflicts and stress

Course Code

0009

Who Should Attend

Everyone

General

Interest Based Communications

Time

1 day

This class is designed for participants to develop and enhance communication skills that maximize the effectiveness of everyday communications, effectively address conflict in the workplace.

Using the skills of facilitation, participants will learn the steps of an interest-based communication approach as a technique of effective communication; develop the skills to apply the technique; and practice the process in the context of real world issues.

At the end of this course, you will be able to:

- ✓ Understand and possess the skills to communicate with an interest-based approach
- ✓ Recognize the type of conflict or potential conflict which requires the intervention of interest-based techniques
- ✓ Possess the skills to train and facilitate individuals and groups in using the interest based approach
- ✓ Understand and possessing the skills to use the interest-based approach in making or participating in the making of effective decisions

Course Code

0008

Who Should Attend

Everyone

Communication

Interpersonal Communication

Time

1/2 day

Interpersonal communication is the foundation for every workplace interaction. Effective communication is one of the most important skills employees should have in the 21st Century workplace. Effective communication begins with personal awareness and appreciating how our communication characteristics impact everything we do, and makes the difference between successful or failed interpersonal relationships. This is a major "Aha" awareness and immediate communication improvement course that assists everyone to deal more successfully with co-workers, supervisors, and the public.

At the end of this course, you will be able to:

- ✓ Understand your own (and other's) interpersonal and workplace comfort zones
- ✓ Identify others comfort zones through verbal and non verbal clues
- ✓ Build and maintain rapport with anyone
- ✓ Understand male/female communication characteristics, and trading in relationship currencies, and
- ✓ Make an immediate positive difference in your communication success with others

Course Code

0044

Who Should Attend

Everyone

Communication

Introduction to Government Accounting

Time

1/2 day

This class is going to discuss the unique aspects of state and local government environment that affect accounting, financial reporting, and auditing. In particular, the class will focus on the auditing standards and generally accepted accounting principles as it relates to the financial reporting model, fund structure, basis of accounting and financial statement presentation.

At the end of this course, you will be able to:

- ✓ Have a basic understanding of state and local governments
- ✓ Understand the fund structure for which you are responsible
- ✓ Know the comprehensive annual financial report

Course Code

0037

Who Should Attend

All department Administrative Service Officers (ASOs), deputy directors, department heads, and senior accountants. ASOs and deputy directors should decide which senior accountants should attend.

General

Introduction to Supervision I

Time

Series: 4 days

This is a four-day series of eight half-day classes designed to provide new supervisors or leads with the skill-building tools to master the job of supervision. Learn how to make the transition between an employee and a supervisor. Topics will include:

- ❖ Stepping Up to Supervisor
- ❖ Communication ❖ Conflict Resolution
- ❖ Team Building ❖ Safety Procedures
- ❖ Personnel Policies ❖ Problem Solving
- ❖ Customer Service

Two of the classes focus on Placer County's Personnel policies and procedures, workplace violence, and safety issues.

At the end of this course, you will be able to:

- ✓ Understand the skill sets necessary to be an effective supervisor
- ✓ Practice making optimal decisions with a customer service focus
- ✓ Maintain teamwork in your employees through collaboration, building trust and understanding of your team's goals, purpose, and accountability
- ✓ Understand Placer County's Personnel policies and procedures and the importance of workplace safety

Course Code

0046

Who Should Attend

New leads, supervisors, or anyone interested in the job of supervision.

Leadership Development

Introduction to Supervision II

Time

Series: 4 days

This is the second half of our supervisory series of classes and is intended for supervisors who have participated in Introduction to Supervision I. This is a four-day series of classes that presents ideas, techniques, and tools for supervisors to maximize their effectiveness in managing employees. Topics include:

- ❖ Orientation ❖ Motivation
- ❖ Breaking ❖ Personnel Practices II
- Communication ❖ Supervising in a
- Barriers Unionized Workplace
- ❖ The Art of Delegation ❖ Safety Procedures
- ❖ Leadership/Ethics ❖ Coaching & Counseling

In addition, participants will learn about the role of the Labor Union and supervision, and some of Placer County's advanced personnel practices and safety procedures. Participants will benefit from networking and discussions with other Placer County supervisors.

At the end of this course, you will be able to:

- ✓ Identify and understand common communication styles associated with gender, age, and various cultures
- ✓ Practice a six-step model for effective delegation and become aware of the eight skills necessary to delegate responsibilities
- ✓ Increase your knowledge of major theories of motivation and how to apply these theories for motivating your employees
- ✓ Direct subordinates to meet organizational goals through effective coaching practices
- ✓ Understand and apply 10 guiding principles for managing ethics and practice using ethical power

Course Code

0047

Who Should Attend

Leads, Supervisors, Professional Staff

Leadership Development

Introduction to the Art of Coaching to Enhance Employee Performance

Time

1 day

This course will highlight key concepts of the coaching process. Developing work teams that can adapt to change and respond quickly to customer's needs are necessary in today's business environment. Coaching is an essential skill that will provide managers the means to successfully motivate and enhance team performance.

At the end of this course, you will be able to:

- ✓ Describe what coaching is
- ✓ Understand how coaching can enhance performance
- ✓ Identify the types of management situations that will respond to coaching
- ✓ Develop coaching-style questions
- ✓ Apply the coaching questions in a skill-building session

Course Code

0024

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Let's Get Motivated!

Time

1/2 day

How do you survive the external factors that you can't control on the job and still have success? You tap into internal factors that you can control—your drive and self-motivation. These factors will positively fuel your performance because self-motivation is a key to your professional success. There is no mastery of techniques that will substitute for the lift of spirit and heightened performance that comes from strong motivation.

At the end of this course, you will be able to:

- ✓ List reasons why you need self-motivation
- ✓ Understand major theories of employee motivation and apply these theories to your workplace
- ✓ Identify how you can become more motivated, or remotivated
- ✓ Develop a personal action plan to utilize this information on your job

Course Code

0038

Who Should Attend

Everyone

General

Making Meetings Work: How to Plan, Organize, and Conduct Productive Meetings

Time

1/2 day

The average individual in our society sits through 9,000 hours of meetings in a lifetime—yet most people groan at the thought of attending another meeting. Why?

Because meetings are often mismanaged—they get off track, are interrupted, take too much time, have unclear agendas, and lack effective leadership. While most of us spend a great deal of time preparing for the work we do, we spend almost no time learning how to conduct meetings.

At the end of this course, you will be able to:

- ✓ Identify five key steps to planning and conducting meetings in order to maximize participation and achieve desired outcomes
- ✓ Increase your understanding of the differences between task and interpersonal issues in a group
- ✓ Plan an actual, upcoming meeting, and practice starting that meeting
- ✓ Develop ways to stay focused
- ✓ Apply effective ways of concluding a meeting
- ✓ Create an action plan to use the skills learned for effective meetings

Course Code

0039

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Management Communications

Time

Series: 9 days

BUS102 Sierra College

Units: 3

This course is designed to give the students an overview of written and oral communications. It teaches students how to organize and write business letters, memoranda, short reports, resumes, and cover letters. Also, the course material includes a basic grammar review. The students participate through impromptu speeches, oral presentations, interviewing, group dynamics, assertiveness, and acquiring listening skills.

At the end of this course, you will be able to:

- ✓ Prepare a portfolio including routine business letters and memos in a logical, orderly manner
- ✓ Analyze a work-related problem by identifying the nature of the problem, learning to conduct research, and how to consider possible solutions
- ✓ Prepare for career planning by developing a resume and role playing in an interview
- ✓ Learn listening skills, decision making and conflict management

Course Code

0081

Who Should Attend

Everyone

College Credit Classes

Management Tool Kit: Matching Your Leadership Style to the Situation

Time

1/2 day

New Class

Fall 2005

One size fits all may work for some things, but it certainly doesn't work when we are leading or managing people. Using our preferred leadership style can be the best or worse approach depending upon the relationship between the individual and the situation at hand.

In this course you will learn to identify the strengths and limitations of your preferred leadership style, as well as those of other styles. Building on the concept of situation-based leadership, you will develop the skill to adapt your style to match managerial need.

At the end of this course, you will be able to:

- ✓ Diagnose performance strengths and deficiencies of others
- ✓ Know when to direct, coach, support and/or delegate
- ✓ Establish and utilize performance partnerships
- ✓ Give effective performance feedback
- ✓ Motivate employees to succeed

Course Code

0007

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Management: Concepts and Applications

Time

Series: 9 days

BUS100 Sierra College

Units: 3

A foundation course to help supervisors and managers explore management concepts in a contemporary perspective. The course includes the management topics of planning, decision-making, staffing, motivating, delegating, performance expectations, leadership, team building, and communication. In this course, students are given opportunities to practice newly acquired ideas and techniques in a highly participative environment.

At the end of this course, you will be able to:

- ✓ Define the major functions of management
- ✓ Explain the diverse responsibilities of supervisors
- ✓ Demonstrate the difference between effective versus poor supervisor
- ✓ Describe the similarities and differences between supervising individuals and supervising groups of employees
- ✓ Analyze common supervisory situations and prescribe potential solution
- ✓ Identify challenging workplace dynamics from an organizational behavior perspective

Course Code

0089

Who Should Attend

Everyone

College Credit Classes

Managing Organizational Change

Time

1/2 day

New Class

Fall 2005

Change is a part of both our business and personal lives. Change is occurring in our work life at an increasing pace because of a variety of factors including rapidly changing technology, the increase in knowledge, diminishing resources to name a few. The most basic reason is that an organization needs to continue to change or they stagnate.

At the end of this course, you will be able to:

- ✓ Understand the reasons organizations change
- ✓ Identify your role in organizational change
- ✓ Recognize the stages of change
- ✓ Apply tools to successfully navigate change personally and organizationally
- ✓ Develop a plan to manage change that is occurring now or that you are anticipating in the future

Course Code

0088

Who Should Attend

Everyone

General

Managing Workplace Anger

Time

1/2 day

This class deals with the emotion of anger and its unhealthy effect on personal and professional relationships. Anger can create multiple “victims” or it can be used positively to create understanding for self and others. How the transition can be made in a healthy manner is explored and applied to the personal and professional aspects of life.

At the end of this course, you will be able to:

- ✓ Discover what anger is
- ✓ Understand how anger is exhibited verbally and non-verbally
- ✓ Use positive ways of releasing anger healthfully
- ✓ Gain control of anger and move into “the perfect calm”

Course Code

0014

Who Should Attend

Everyone

Managing Workplace Conflict

Time

Series: 5 half days

BUS108 Sierra College

Units: 1

This course is designed to teach participants the nature, causes, and levels of conflict in the workplace. Participants will practice techniques for detecting, understanding and resolving or managing conflict in positive ways; reactive and proactive solutions; conflict orientations and situations appropriate to their use, and collaborative problem solving.

At the end of this course, you will be able to:

- ✓ Analyze conflict in its various organizational forms
- ✓ Apply the principles of conflict to solve an unique work problem
- ✓ Use problem solving approaches to resolve issues identified
- ✓ Identify primary conflict management orientation by self assessment instrument
- ✓ Distinguish when to use which resolution techniques

Course Code

0059

Who Should Attend

Everyone

Managing Workplace Conflicts: Yours and Theirs

Time

1/2 day

Conflict is inevitable. Handled well, conflicts can bring about valuable understandings and change. Handled poorly, conflict can destroy morale, relationships, and productivity. Effective conflict resolution is one of the most important communication skills in the workplace.

At the end of this course, you will be able to:

- ✓ Evaluate the advisability of engaging in a conflict resolution process or not
- ✓ Understand why people get caught in negativism and how to overcome negativism
- ✓ Examine a conflict situation to determine if the problem is due to ability or attitude
- ✓ Apply one or more effective conflict resolution techniques to various conflict situations
- ✓ Know when to take a conflict situation to the next level up of authority

Course Code

0016

Who Should Attend

Everyone

Conflict Management

College Credit Classes

Conflict Management

Managing Workplace Stress

Time

1/2 day

With increased workloads, budget limitations, and sometimes minimal staffing, managing stress in the workplace is of increasing importance. Stress management techniques incorporated into the everyday work experience help everyone to continue to do their best in challenging times. Understanding predictable stressors helps supervisors and managers to be proactive in heading off workplace stress. Becoming more aware of the signs of personal stress in employees, helps supervisors and managers to better support their people and direct them to helpful resources.

At the end of this course, you will be equipped to:

- ✓ Understand the positive and negative aspects of stress
- ✓ Identify key characteristics of stress in your workplace
- ✓ Identify signs of individual stress in your staff
- ✓ Evaluate the main sources/causes of stress
- ✓ Utilize a variety of stress management techniques
- ✓ Create a stress management plan for your department and yourself

Course Code

0096

Who Should Attend

Everyone

Conflict Management

Knowing How You Learn, Work, and Communicate®

Time

1 day

New Class

Spring 2006

The workplace of today is a learning organization, with a constant flow of new information, technology, and people. Everyone has his or her own individual style of learning and a unique style of communicating. What's yours?

Using a colorful, dynamic, and highly accurate instrument called The Kaleidoscope Profile®, this session will reveal your own individual learning, working, and communication styles. Once you have identified your own strengths, you will begin to identify and appreciate the individual styles of others. This in turn maximizes performance, builds team, and improves communication in both personal and professional settings.

At the end of this session, you will be able to:

- ✓ Understand your own learning, working, and communication style.
- ✓ Present information to others in ways they can best understand it.
- ✓ Know how to communicate and work with people of differing styles.
- ✓ Identify learning styles in others.
- ✓ Accelerate your ability to communicate with others.
- ✓ Rotate your style to accommodate learning, working, and communication styles of others.

Course Code

0106

Who Should Attend

Everyone

Communication

On-The-Job Training: A Structured Approach

Time

1/2 day

Need help increasing your effectiveness in training employees on a one-to-one basis? Today's workplace is a rapidly changing environment. As a result, concerns regarding time, money, and a lack of qualified personnel mean a greater emphasis on on-the-job training to shorten the job-related learning cycle.

This half-day program is designed to help Managers, Supervisors, Professional Staff, and designated trainers increase their effectiveness in training employees on a one-on-one basis. Training is an ongoing process that takes many forms, from assigning new members, to functioning teams, to retraining workers, to learn new and different skills.

At the end of this course, you will be able to:

- ✓ Use a flexible framework for training people on the job
- ✓ Examine the unique characteristics of the adult learner
- ✓ Develop skills to ensure employees learn and use new skills
- ✓ Apply positive reinforcement to strengthen the new skills
- ✓ Formulate a personal action plan for using these new skills when training others on the job

Course Code

0048

Who Should Attend

Designated Trainers: any employee who provides on-the-job training

General

Planning Your Career: What Do You Want To Do?

Time

1 day

If you have been thinking about a career or position change and are not quite certain of what that change could/should be, then this workshop is for you. Together we will assess your skills, values, and interests in order to consider the best and most realistic career choices for you. By networking with other participants you may develop contacts in preparation for your change.

In this workshop we will take some initial steps toward the preparation of a resume, but we will not put a resume together. The focus will be more on taking a hard look at where you are now and where do you want to go?

At the end of the course you will be able to:

- ✓ Evaluate the skills and knowledge you have
- ✓ Know what skills you prefer to use
- ✓ Key into what type of change would be best
- ✓ Consider several directions for change
- ✓ Be able to tell others the kind of work you want to do
- ✓ Know how to contact others (network) for career information

Course Code

0051

Who Should Attend

Everyone

Personal Development

Preventing Workplace Harassment AB 1825

Time

1/2 day

New Class

Fall 2005

This class deals specifically with sexual harassment training for supervisors and managers and meets Assembly Bill 1825 training requirements. This training examines the relevant federal and state laws, as well as Placer County's harassment policy. It will include practical examples to help instruct supervisors in the prevention of harassment, discrimination, and retaliation.

At the end of this course, you will be able to:

- ✓ Understand the various forms of unlawful harassment
- ✓ Define the two types of harassment
- ✓ Be aware of the various behaviors that can demonstrate physical, verbal, and visual harassment
- ✓ Perform the responsibilities of a supervisor and manager in enforcing the Placer County Harassment Policy
- ✓ Understand the liability for supervisors who harass or retaliate

Course Code

0021

0022 (Sheriff Dept)

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

Professional Assault Response Training (P.A.R.T.)

Time

2-day Series

This class is designed for anyone working in a department that serves potentially angry or frustrated customers. It's a fact that someone who's thought about the possibility that they could be assaulted, and has received appropriate training, is less likely to be injured or unnecessarily injure someone else. This knowledge creates a more valuable employee. *(Please note that this is not a self-defense class.)* *Students should wear comfortable (gym) clothing and gym shoes.*

At the end of this course, you will be able to:

- ✓ Understand the reasons people commit violent acts
- ✓ Recognize the verbal and nonverbal messages and warnings that usually precede an assault
- ✓ Understand that good customer service and professional conduct will minimize the threat of violence in the workplace
- ✓ Evade or deflect the attempted strikes of an assailant, obtain release from someone who has grabbed you, and effectively escape the situation
- ✓ Understand your RIGHT to protect yourself, the RIGHTS of the assailant, and LIABILITY issues if an assault occurs

Course Code

0053

Who Should Attend

Everyone

Safety

Project Management Fundamentals

Time

1/2 day

The greatest value of a plan is the process, and the thinking that went into it. This class will teach participants the fundamental process of planning any project, the terminology and tools used, and provide a template for success. Learn eight key project planning elements including identifying goals and roadblocks, time versus cost management, and contingency planning.

At the end of this course, you will be able to:

- ✓ Set clear project goals and objectives
- ✓ Improve project cost and time performance by eliminating unnecessary tasks
- ✓ Correctly assign resources using single-point accountability
- ✓ Use basic project management tools
- ✓ Plan around problems before they arise
- ✓ Significantly increase the likelihood of project success

Course Code

0040

Who Should Attend

Everyone

General

Respecting Sensitivity in the Workplace

Time

1/2 day

Employee's bias and prejudice can cloud the workplace with negativity. The fact is... everyone *is* different. Employees enter the workplace with different backgrounds, experiences, ideas, and talents. The key ingredient to harmony in the workplace is recognizing how we all fit in, and how each person contributes to the group as a whole.

The goal of this class is to raise the sensitivity and understanding of our differences by discussing personal and professional bias with respect to age, disabilities, gender, economical, and education. In addition, you will be provided the tools and remedies needed to respect diversity in the workplace.

At the end of this course, you will be able to:

- ✓ Understand why diversity demands respect
- ✓ Apply essential human values to raise professional and personal standards
- ✓ Communicate with harmony and rapport
- ✓ Apply a framework of tolerance
- ✓ Understand why differences matter
- ✓ Practice guidelines for maintaining sensitivity
- ✓ Quickly resolve conflicts

Course Code

0041

Who Should Attend

Everyone

General

Skills of Facilitation

Time

1 day

When organizations move toward employee involvement, either formally or informally, group dynamics become a major factor in improvement. The facilitator in a work team is the person responsible for focusing the group's efforts toward its objectives.

A facilitator is an individual who is responsible for structuring teams, groups or task forces, and their activities so as to allow for their success in attaining organizational goals and objectives. Facilitators are primarily organizers and communicators, with a special expertise in-group dynamics.

This class will differentiate facilitation from training and presenting; provide participants opportunity to define, explore, and experience the skills of facilitation.

At the end of this course, you will be able to:

- ✓ Differentiate facilitation skills and application from training and presenting
- ✓ Have the skills to facilitate groups for effective outcomes
- ✓ Understand and apply the concept of the facilitator

Course Code

0049

Who Should Attend

Everyone

General

Skills of Facilitation Advanced

Time

1 day

This training is geared to individuals who have training and experience in facilitation of groups in a variety of venues. The training addresses facilitation skills for team leaders, around group dynamics, and in the context of conflict resolution. It is participatory and will call upon participants to present actual case studies for analysis and application.

Following brief overview of training materials previously used by the participants, the techniques, methods, and applications will be experienced in hands on, real-world scenarios provided from the experience of the participants.

At the end of this course, you will be able to:

- ✓ Apply facilitation skills which can be applied in a variety of settings
- ✓ Have a greater understanding of how and when to apply facilitation skills
- ✓ Realize opportunity to apply facilitation skills with feedback and coaching from peer facilitators

Course Code

0050

Who Should Attend

Those who participated in the Skills of Facilitation class, or a practicing Facilitator.

Small Business Management

Time

Series: 9 days

BUS140 Sierra College

Units: 3

This course focuses on the practical aspects of starting and managing a small business. The course includes discussions on home-based service, "bricks and mortar," e-business, forms of ownership, franchising, and preparing a business plan; financing a business; accounting; marketing fundamentals; managing human resources; insurance; networking and communications.

At the end of this course, you will be able to:

- ✓ Distinguish the personal characteristics it takes to be a successful entrepreneur
- ✓ Compare and contrast four forms of ownership
- ✓ Analyze and identify target markets
- ✓ Interpret financial statements to evaluate financial solvency of a business
- ✓ Identify the four functions of management
- ✓ Learn the interpersonal communication skills needed for providing customer service

Course Code

0054

Who Should Attend

Everyone

Success! Conflict & Resolution

Time

1/2 day

This course will teach participants that conflict is especially common in organizations because, by the very nature, organizations require social interaction between people with different goals, values, and backgrounds. The participants will learn how to give themselves and their staff a tactical edge in avoiding potentially dangerous situations and become more effective problem solvers.

At the end of this course, you will be able to:

- ✓ Understand what conflict is
- ✓ Identify what causes conflict
- ✓ Develop ways to successfully and peacefully resolve conflict
- ✓ Develop more confident and effective means of avoiding conflict

Course Code

0055

Who Should Attend

Everyone

General

College Credit Classes

Conflict Management

Successful Telephone and Email Skills: Connecting With Your Customers

Time

1/2 day

Do you get tons of emails and telephone calls everyday? Ever feel like pulling the plug on your computer or telephone?

The telephone is an essential tool in today's business environment, and email has gained usage over the last twenty years. They are primary modes of communication. They rely solely on the spoken or written word, without the reinforcement of visual expression. There are increased chances of misunderstandings resulting in poor customer service and customer dissatisfaction.

Good telephone and email usage cannot be assumed or taken for granted. They are, however, professional skills that can be learned and improved.

At the end of this course, you will be able to:

- ✓ Identify key components of an effective telephone voice
- ✓ Practice business-telephone courtesy and techniques
- ✓ Recognize unprofessional phrases and analyze how to correct them
- ✓ Apply email guidelines and tips in order to make life easier for you and the recipients of your messages
- ✓ Develop a personal action plan incorporating these skills

Course Code

0056

Who Should Attend

Everyone

Customer Service

Taking the Conflict Out of Working Together

Time

1/2 day

Upset with the new employee? Irritated by a peer? And, what about that person in the other department? Even though it often feels uncomfortable, conflict can be healthy.

For conflict to be healthy, the basis for dealing with the conflict must be win/win. Conflict is unhealthy when it leads to distrust, anger, and withdrawal. These results usually mean that conflict has been approached on a win/lose basis.

The goal of this class is to bring participants to the awareness that relationships with coworkers, supervisors, and clients merit the investment in time and energy required for disagreements to be resolved in such a way that both parties feel like winners.

At the end of this course, you will be able to:

- ✓ Assess your conflict resolution styles
- ✓ Be able to view others objectively
- ✓ Apply skills in stating complaints and requesting change
- ✓ Use cooperative forms of negotiation
- ✓ Develop a personal action plan for using these skills on the job

Course Code

0015

Who Should Attend

Everyone

Conflict Management

Team Makers or Breakers: Order, Understanding, and You

Time

1 day

Not like other teambuilding courses you've taken, this course puts the focus on strong team leadership and the responsibilities of team members. First and foremost ingredients for effective and efficient teamwork throughout all organizations are team leadership and each individual team member. Whether your team is your regular office-mates, a standing committee or work group, or special project team, its success still comes down to the strength of order, understanding, and diligence as established by the behavior of leaders and individual team members. You will fill out your team's report card, fill out your very own team participation report card, and action plan to fix "team breaker" problems.

At the end of this course, you will be able to:

- ✓ Clear understanding of visionary, strong, and gracious team leadership
- ✓ Clear knowledge of each person's role and responsibilities to the leader and to each team member
- ✓ Knowledge of specific steps to take relative to "team breakers"
- ✓ Equipped to bring greater order and understanding to increase the effectiveness of your team participation and your team as a whole

Course Code

0108

Who Should Attend

Everyone

General

Techniques in Reducing Workplace Stress

Time

1/2 day

This course is designed to educate the student on the impact of stress and the various reactions involved, as well as the various health promoting interventions and responses necessary to balance professional and personal lives. Through developing this balance, people can live and maintain a satisfied and happy professional career and life. Participants will learn about personal and professional support systems and how to get their lives “uncluttered.”

At the end of this course, you will be able to:

- ✓ Define and identify stress
- ✓ Discover the difference between managing stress and controlling stress
- ✓ Recognize different types of stress and the reactions to it
- ✓ Apply new coping skills
- ✓ Discover various reactions and avoidance skills

Course Code

0020

Who Should Attend

Everyone

Personal Development

The Art of Delegation: Effective Guidance for Your Employees

Time

1/2 day

Are you asking, “Why don’t my employees do what they are supposed to do?” Unfortunately many Managers, Supervisors, and Professional Staff answer, “They just aren’t cut out for the job—I’ll have to do it myself.” Yet, rather than blaming others, there may be flaws in your process of delegating assignments.

At the end of this course, you will be able to:

- ✓ Assess yourselves as delegators of responsibility
- ✓ Increase your awareness of key delegation communication skills
- ✓ Learn eight important ingredients of effective delegation
- ✓ Practice a six-step model of effective delegation
- ✓ Develop a personal action plan for using these skills on the job

Course Code

0079

Who Should Attend

Managers, Supervisors, Professional Staff

Leadership Development

The New Supervisor

Time

Series: 5 half days

BUS105 Sierra College

Units: 1

Participants will learn the basics of becoming a new supervisor; the contemporary roles of the supervisor; skills, functions, and activities of management, environmental influences on organizations and personal management skills.

At the end of this course, you will be able to:

- ✓ Compare and contrast the roles of contemporary and traditional supervisors
- ✓ Evaluate the four main functions of management
- ✓ Understand the essential competencies and common managerial activities from a system perspective
- ✓ Analyze environmental influences on organizations

Course Code

0057

Who Should Attend

Everyone

College Credit Classes

Time Management: Getting the Most Out of Your Day

Time

1/2 day

The bad news is... time flies. The good news is... you're the pilot! In today's workplace, everyone is expected to do more, to work harder, smarter, faster! Feel like you're losing the battle? Managing multiple priorities is a process of constantly asking, "what is more important," and arranging priorities to reflect each choice.

In this class you will learn the skill of setting goals and priorities so you can focus on what's important. You will also find ways to manage your workday and the challenges we face.

At the end of this course, you will be able to:

- ✓ Better realize and work with your own attitudes toward time
- ✓ Plan your time by setting goals and priorities
- ✓ Identify your procrastination patterns, time wasters, and clutter style
- ✓ Better manage email, and create a filing system that works

Course Code

0082

Who Should Attend

Everyone

General

Turning Stress Into Productivity

Time

1/2 day

New Class

Fall 2005

Have you ever wished that you could take the energy that's tied up in dealing with the stresses of everyday life and put it to more effective and efficient use?

In this class you will learn why negative stress affects you as it does, how to effectively cope with stressors, and turn energy-zapping situations into opportunities for increased productivity.

At the end of this course, you will be able to:

- ✓ Understand how the stress cycle affects you and others
- ✓ Identify the physical, mental, and behavioral effects of continual stress on you and others
- ✓ Stem the tide of "stinking thinking" that adds to your level of distress
- ✓ Incorporate practical techniques into your daily life to help mitigate the effects of negative stress

Course Code

0090

Who Should Attend

Everyone

Personal Development

The Supervisor as a Team Leader

Time

Series: 5 half days

BUS111 Sierra College

Units: 1

This course is designed to teach the participants team approaches to work toward organizational goals through effective leadership. Participants will learn leadership principles, roles, and behaviors of team development and specific work processes that encourage team-oriented work.

At the end of this course, you will be able to:

- ✓ Identify leadership roles that promote team development
- ✓ Analyze behaviors for effective leadership
- ✓ Compare and contrast the differences between working groups and teams through small group work
- ✓ Implement strategies for team building

Course Code

0058

Who Should Attend

Everyone

College Credit Classes

Understanding Organizational Change

Time

1 day

New Class

Fall 2005

One of the greatest challenges facing employers and employees today is change. Department and team leaders need to understand the impact of change on their people, and the things that increase employee resistance to change.

At the end of this course, you will be able to:

- ✓ Analyze overall change and break it into more manageable parts
- ✓ Understand and effectively navigate through the four stages of change
- ✓ Apply techniques to help lessen employee resistance to change
- ✓ Explore simple processes for effective implementation of change

Course Code

0018

Who Should Attend

Everyone

General

Understanding Yourself and Others ~ I, Introduction

Time

1 day

This course will introduce you to the internationally used Myers-Briggs Type Indicator (MBTI). The basic principles help us understand how we come across to others and how we sometimes irritate each other. Get beyond expectations, differing opinions, communication breakdowns, and the diverse ways that people communicate. Learn what motivates you and others through interactive and self-affirming exercises.

At the end of the course you will be able to:

- ✓ Recognize differences in the way we talk to each other
- ✓ Appreciate your own style of communication
- ✓ Realize how differences in communication style can be irritating and, be able to cut the other person some slack
- ✓ Recognize what makes some people easy to work with and others a challenge
- ✓ Understand that some of the qualities that surprise or dismay you about yourself are really just fine

Course Code

0086

Who Should Attend

Everyone

Personal Development

Understanding Yourself and Others ~ II Advanced

Time

1 day

If you participated in the introductory Understanding Yourself and Others workshop, you already know how much you learned and how much fun we had. The goal of this workshop is to refresh, reinforce, and heighten your ability to apply the principals of the (MBTI) to your relationships.

Please bring the handouts/workbook from previous MBTI workshops with you and know your 'Type' preferences. The MBTI will not be offered at this time.

At the end of this course, you will be able to:

- ✓ Apply 'Type' as a tool for observing behavior and analyzing relationship problems
- ✓ Be aware of the effects of co-workers values and goals on group efforts
- ✓ Recognize the strengths/weaknesses of group members and their potential contribution to achieving their/group goals
- ✓ Demonstrate the usefulness of the MBTI

Prerequisite

Understanding Yourself and Others I

Course Code

0095

Who Should Attend

Everyone, Entire Departments, Supervisors, Managers, Professional Staff

Personal Development

Workplace Accountability Done Right

Time

1/2 day

New Class

Spring 2006

Organizations cannot function properly or expect to thrive without the fair and consistent practice of personal and professional accountability. Quality, productivity, and employee morale suffer without the consistent application of accountability measures. Accountability begins with understanding what are the ideal, the expected, and also the mandated standards for performance and behavior. Learning how to consistently and constructively communicate expectations and requirements creates a culture of positive, ongoing accountability. Finally, when the standard of behavior and/or performance slip, understanding and applying corrective steps strengthens the beneficial effects of workplace accountability.

Accountability done right begins with each of us individually and then involves our coworkers/employees and organizations as a whole.

At the end of this course, you will be able to:

- ✓ Apply specific steps to correct deterioration of job performance standards
- ✓ Increase commitment to quality and responsibility for follow-through
- ✓ Apply effective techniques for constructive workplace accountability
- ✓ Improve quality of outputs through ongoing, positive feedback and follow-up measures
- ✓ Build a culture of commitment to right jobs done the right way

Course Code

0109

Who Should Attend

Everyone

General

Writers' Workshop: Advanced Effective Writing Skills

Time

1 day

As most people have found, the longer one holds a position, attains more responsibility, or is promoted, the more one writes. Furthermore, the level of writing required becomes increasingly complex. This class has been designed for the business writer who is faced with projects beyond correspondence and emails. Together, we explore the more sophisticated aspects of business writing: logical fallacies, bias and ethics, targeting end readers, and determining purpose. We review the proper formats for reports, proposals, grants, and procedures. Participants are encouraged to bring writing projects to class to work on.

At the end of this course, you will be able to:

- ✓ Decide on your purpose: to inform, or to argue
- ✓ Consider your audience for the proper approach
- ✓ Outline your message functionally
- ✓ Analyze writing for logical fallacies
- ✓ Select a professional format for your project

Course Code

0069

Who Should Attend

Everyone

Writing

Writers' Workshop: Editing and Proofreading: Techniques and Tactics

Time

1 day

This class presents practical solutions for creating error-free documents. Participants will cover the basics of editing from deadlines to final drafts. We then turn our attention to proofreading tips that will end embarrassing mistakes discovered after a written piece is printed or delivered. Your documents will be clean, polished, and professional.

At the end of this course, you will be able to:

- ✓ Evaluate documents for content: information, analysis, and balance
- ✓ Edit for readability: appeal concreteness and clarity, color and tone
- ✓ Assess impact: enlightenment, force, and relevance
- ✓ Proofread for perfection: learn the Six Must-Know proofreading techniques for spotting errors

Course Code

0070

Who Should Attend

Everyone

Writing

Writers' Workshop: Effective Writing Skills

Time

1 day

In this class, you will acquire the basics of organizing your words and shaping your thoughts on paper. You will learn the day-to-day writing for your job—clear letters, maximum-effect memos, perfect proposals, and clean, organized writing in any format: procedure manuals, technical materials, personnel evaluations, articles and more. Feel free to bring a particularly troublesome assignment, and we'll work on it in class!

At the end of this course, you will be able to:

- ✓ Use concise, specific language
- ✓ Achieve the appropriate tone
- ✓ Focus and enliven sentences
- ✓ Eliminate "bureaucratize"
- ✓ Use bullets, white space, headings, and other formatting techniques
- ✓ Organize the document
- ✓ Effectively punctuate clauses and phrases

Course Code

0071

Who Should Attend

Everyone

Writing

Writers' Workshop Nuts & Bolts of Grammar and Punctuation

Time

1 day

You will take an entertaining journey through the basics of English grammar and punctuation. We will explore the reasons why this language is as quirky as it is, and learn the logic behind the rules. You will never second-guess yourself again!

At the end of this course, you will be able to:

- ✓ Punctuate perfectly
- ✓ Master the grammar rules of Standard Written English
- ✓ Achieve pronoun proficiency
- ✓ Never misplace modifiers
- ✓ Use appropriate word choice (The "Affect/Effect Syndrome")
- ✓ Apply nondiscriminatory vocabulary
- ✓ Conquer Capitalization, Numbers, and other fine points

Course Code

0073

Who Should Attend

Everyone

Writing

Gold Country Consortium

Liebert Cassidy Whitmore, a professional law corporation specializing in the legal aspects of training, provides the Gold County Consortium training sessions.

Discipline: Putting It into Practice

Time

1/2 day

This practical “how to” workshop was created for supervisors and manager who face the difficult issues involved in disciplining employees, and who need to know:

- ✓The importance of performance evaluation and counseling
- ✓What forms of discipline are available and appropriate
- ✓The principles of progressive discipline
- ✓How to determine whether disciplinary measures are justified
- ✓Due process requirements
- ✓Skelly notices and conferences
- ✓Post-disciplinary hearings

The interactive format of this workshop is designed to maximize the involvement of participants and give them a “hands on” sense of how to apply the necessary principles and procedures in their own work environment. The workshop format includes discussion and assessment of typical scenarios, as well as an accompanying comprehensive workbook.

Course Code

0060

Who Should Attend

Managers, Supervisors, Professional Staff

Fair Labor Standards Act: New Developments and Hot Topics

Time

1/2 day

This workshop provides human resources managers, finance officers, risk managers, agency legal counsel, and department heads two ways to stay current on Fair Labor Standards Act (FLSA) issues.

First, the presenter will explain how the most recent wage and hour decisions impact the way your agency compensates both overtime-eligible and overtime-exempt employees. The discussion will include recent rulings and regulatory actions of the United States Department of Labor. Second, the session will include a discussion of practical advice for avoiding the FLSA danger zones. For example, how your agency can ensure compliance with the new salary and duties test for exempt employees.

The presenter will keep the session lively with both interactive exercises and examples of the most common FLSA issues that we encounter in the course of conducting FLSA audits for our clients.

Who Should Attend

Agency Legal Counsel, Department Heads, Payroll Personnel, Risk Management Staff, and Human Resources Staff

Gold Country Consortium

Finding the Facts: Disciplinary & Harassment Investigations

Time

1/2 day

Are you, or your staff, responsible for handling disciplinary or harassment investigations? It is crucial that you know the steps that need to be taken when investigating allegations of employee misconduct, including harassment. This workshop will provide you with practical pointers on:

- ✓Deciding who will conduct the investigation
- ✓Observing rules of confidentiality
- ✓Conducting employee and witness investigating interviews
- ✓Making credibility judgments
- ✓Preparing findings of fact
- ✓Making recommendations for action to be taken

The workshop includes a dramatized enactment of the “do’s” and “don’ts” to remember while conducting employee and witness investigating interviews. The accompanying comprehensive workbook provides materials to use in conducting investigations and includes materials you will need to create an “investigation binder” designed to document every step of your investigation process. Should you need to justify the fair and logical quality of your investigation and the integrity of your conclusions to a court or in an appeal, the binder you create using these materials will provide invaluable documentation.

Course Code

0061

Who Should Attend

Managers, Supervisors, Professional Staff

Hiring the Right Person the Right Way

Time

1 day

This half-day workshop is designed for supervisors and managers involved in selecting “eligibles” certified to them from personnel. It covers pointers on:

- ✓Preparing for and conducting interviews in a civil service environment
- ✓Checking references
- ✓The legal ramifications of the interview process, including:
 - * Pre-employment inquiries
 - * Use of objective and subjective criteria in the interview process

Course Code

0062

Who Should Attend

Managers, Supervisors, Professional Staff

Gold Country Consortium

Issues and Challenges Regarding Drugs & Alcohol in the Workplace

Time

1 day

This workshop is geared toward helping public agency managers deal with the challenges relating to the impact of drugs and alcohol on the workplace environment, with an emphasis on the following topics:

- ✓ When and whom may an employer test for drugs and alcohol
- ✓ Random drug and alcohol testing
- ✓ Reasonable suspicion
- ✓ Establishing a drug and alcohol policy
- ✓ Legal and practical considerations in implementing a drug and alcohol policy
- ✓ Last chance agreements
- ✓ DOT Regulations

A comprehensive workbook will be included with this workshop.

Course Code

0063

Who Should Attend

Managers, Supervisors, Professional Staff

Managing Overlapping Leave Laws and the Discipline Process

Time

1 day

This advanced-level workshop focuses on how to handle complex issues that result when legally-mandated leave obligations seem to clash with the need to take legitimate disciplinary action against employees. It will include:

- ✓ Discussion of the impact of leave laws, including FMLA, CFRA, FEHA, ADA, the Workers' Compensation Act, and PERS, on employee discipline
- ✓ How to develop a proactive and comprehensive leaves-management plan
- ✓ Steps for coordinating agency discipline procedures with leave laws
- ✓ Preventive strategies for reducing liability exposure in leaves-and-discipline situations BEFORE they happen
- ✓ Practical approaches to common leaves-and-discipline scenarios
- ✓ An overview of must-have policies and procedures

This workshop is designed for upper-level managers, personnel staff and agency counsel who: (1) are already familiar with basic leave and discipline laws; and (2) directly carry out or advise on leave laws and employee discipline. This interactive workshop makes extensive use of case studies and simulations to facilitate audience participation. This workshop also includes a question-and-answer session in the last segment, so attendees are encouraged to bring questions and problems for discussion.

Course Code

0066

Who Should Attend

Managers, Supervisors, Professional Staff

Gold Country Consortium

New Legal Issues You Need to Know: A Workshop by Experts for Public Sector Executives

Time

1/2 day

The California Labor Code is far from clear as to which of its provisions apply to local government agencies, such as cities, counties, special districts, community college and school districts. The problem becomes more difficult as the Legislature adds new laws that fail to specify whether they apply only to private employers, public employers, or both. For example, while local agencies are not required to comply with most state wage and hour laws, the state minimum wage now applies to all local agencies. This workshop will include several interactive case studies and a true/false test regarding many Labor Code sections frequently cited by employees or employee associations and unions to stress the concepts which public agencies deal with on a regular basis.

This workshop will explain which parts of the California Labor Code impact public agencies on a daily basis, including:

- ✓ Is your vacation policy lawful?
- ✓ Do floating holidays vest like vacation does?
- ✓ Does the new off-duty conduct law apply to public agencies?
- ✓ How soon do public agencies have to provide final paychecks?
- ✓ Do the Labor Code provisions regarding victims of domestic violence apply?
- ✓ Which parts of the state wage and hour laws apply to public agencies?

Course Code

0067

Who Should Attend

Managers, Supervisors, Professional Staff

Prevention and Control of Absenteeism and Abuse of Leave

Time

1/2 day

One of the most persistent and vexing problems for public agency managers is excessive employee absenteeism and/or abuse of leave privileges. This workshop provides effective solutions to these problems, teaching participants how to:

- ✓ Assess the problem
- ✓ Understand the causes
- ✓ Establish criteria for acceptable absences
- ✓ Use performance evaluations to prevent or correct absenteeism
- ✓ Address the impact of union activities on absenteeism
- ✓ Understand management's and employees' legal rights
- ✓ Develop effective strategies for controlling abusive absenteeism

The workshop includes presentations and case studies illustrating various types of attendance problems. Participants also receive a workbook containing supportive materials for implementing new "antiabsenteeism" procedures on the job.

Course Code

0068

Who Should Attend

Managers, Supervisors, Professional Staff

Gold Country Consortium

Preventing Workplace Harassment

Time

1/2 day

Prevention is the best practice – particularly in this rapidly changing, highly charged area of personnel law. This workshop, designed for all levels of agency management, tells you how to structure your personnel policies and practices, and how to manage day-to-day interactions on the job, to prevent harassment situations from developing, including sexual or other forms of harassment. This practical workshop includes interactive discussion of typical scenarios that could lead to harassment liability, and offers solutions for changing or eliminating them. A comprehensive workbook will be included.

Course Code

0072

Who Should Attend

Managers, Supervisors, Professional Staff

Privacy Issues in the Workplace

Time

1/2 day

An employee's right to privacy and management's right to be informed present many complex issues. This workshop guides managers through the maze of laws and court decisions dealing with these issues. This workshop was designed for you if you're in upper level management, a human resources manager on employment relations and risk management staff or agency legal counsel. In this workshop, you'll be given clear guidelines relating to privacy issues such as:

- ✓ Polygraphs
- ✓ Pre-employment inquiries
- ✓ Employee personnel files and records
- ✓ Searches of employee property and work stations
- ✓ Drug/alcohol testing
- ✓ No smoking rules
- ✓ Medical and psychological examinations and access to/use of related records
- ✓ Access to and/or use of criminal records and police internal affairs files
- ✓ Regulation of off-duty conduct and relationships
- ✓ Restrictions on outside employment
- ✓ Residency restrictions

In addition, particular emphasis is placed on a newly developing area of law—privacy issues in the computerized workplace. A comprehensive workbook accompanies the workshop—including practical, supportive materials that can be used on the job to protect both management's rights and employee privacy rights.

Course Code

0101

Who Should Attend

Managers, Supervisors, Professional Staff

Gold Country Consortium

Recommended Leadership Techniques for the First Line Supervisor/Manager

Time

1 day

This program is designed to provide first-line supervisors an opportunity for refining their supervisory skills, with emphasis on the supervision of personnel at the work location. The presenter will present practical suggestions for coping with the contemporary challenges faced by the supervisor in his/her role as a manager, leader and communicator. The program will focus on practice rather than theory, and will provide an opportunity for attendees to interact and share their experiences, problems and expertise with each other and the presenter. The comprehensive workbook will include case studies for discussion.

Course Code

0102

Who Should Attend

Managers, Supervisors, Professional Staff

The Keys to Effective Leadership Program

The Keys to Effective Leadership was designed to open new dimensions to employee development and deliver inspiring and competent leadership training throughout Placer County. This program reinforces the county's commitment to unlocking the potential of a dynamic, efficient, and results-oriented workforce, while enhancing leadership skills at all levels of government, and creating a collaborative work environment. The Keys to Effective Leadership develops leadership skills at all levels that can enhance an employee's career and improve service to the community. This program is segmented into five progressive levels of training that are mutually supportive but distinct in format and content.

Objective

In today's complex world, leadership is critical to the success and survival of an organization. This requires a focused support by an organization to continuously develop leadership talent. To build sustainable leadership capacity, the development of leaders must be consistent with the culture, business requirements, and vision of the organization. To build this vision, an organization needs to identify:

The leadership competencies and perspectives that are critical to success

The role of key executives in developing leadership competencies and perspectives

The role of senior leaders in influencing leadership growth and effectiveness

Identify a shared sense of leadership attributes

Placer County Organizational Development (OD) has strived to identify and communicate the vision of the Board of Supervisors and the County Executive. It has continued to develop a performance management and measurement system that runs throughout multiple functions of Placer County, and has defined leadership competencies for management personnel. The Keys to Effective Leadership program works together with, and supports the County's context, vision, and defined leadership competencies by offering a leadership development series.

- **Search for challenging opportunities to change, grow, innovate, and improve**
- **Experiment, take risks and learn from accompanying mistakes**
- **Recognize individual contributions to the success of every project**
- **Celebrate team accomplishments regularly**



The Keys to Effective Leadership Program

Introduction to Supervision I

This is a four-day series of eight half-day classes designed to provide new supervisors or leads with the skill-building tools to master the job of supervision. Learn how to make the transition between an employee to a supervisor by developing skills of effective communications, problem solving, customer service, teambuilding, coaching, and leadership. Two of the classes focus on Placer County's Personnel procedures and policies, workplace violence, and safety issues.

Introduction to Supervision II

This is the second half of our Supervisory Series of classes and is intended for supervisors who have participated in Introduction to Supervision I. This is a four-day series of classes that presents ideas, techniques, and tools for supervisors to maximize their effectiveness in managing employees. Barriers to communication, delegating, motivating, coaching, counseling employees, and ethical issues will be covered in this series. In addition, participants will learn about the role of the Labor Union and supervision, and some of Placer County's advanced personnel practices and safety procedures. Participants will benefit from networking and discussions with other Placer County supervisors.

BUS100 Management: Concepts and Applications

SIERRA COLLEGE ~ 3 UNITS

A foundation course to help supervisors and managers explore management concepts in a contemporary perspective. The course includes the management topics of planning, decision-making, staffing, motivating, delegating, performance expectations, leadership, team building, and communication. In this course, students are given opportunities to practice newly acquired ideas and techniques in a highly participative environment.

BUS102 Management Communications

SIERRA COLLEGE ~ 3 UNITS

Management written and oral communication principles and techniques for business. Organizing and writing business correspondence for internal and external use. Practice in impromptu speaking, training presentations, interviewing and listening. Includes meeting management techniques, employee counseling, and management documentation.

Advanced Management Practices (AMP)

The purpose of this series of classes is to provide management and professional staff an opportunity to learn and apply modern management techniques to their job. This series consists of nine management topics, with an emphasis on enhancing the employee's communication, analytical, and conceptual skills. These management topics include: Interest Based Communication, Strategic Management, Coaching and Counseling, Working with the Budget, Group Dynamics—Meetings, Public Presentations, and Advanced Personnel Practices.

Executive Leadership Program

The future of Placer County is predicated on the development and retention of effective and responsive leaders. In light of the expanding growth and development of the county businesses and nonprofit organizations, progressive leadership is needed to ensure innovative programs and services through continuous quality improvement.

Placer County Organizational Development (OD) in conjunction with California State University, Sacramento (CSUS) has designed an Executive Leadership Program for private and public sector managers.

This program is designed for upper level managers and executives and offers a curriculum and self-assessment analysis that focuses on developing a manager's leadership potential.

Participants in the Executive Leadership Program will have the opportunity to learn about cutting-edge leadership topics and interact with other public sector executives. This program offers managers a chance to participate in the Leadership Practices Inventory (LPI), a 360-degree assessment of their leadership skills. A professional trained coach will provide feed-back and interpretation of the LPI and help in designing a personal development plan.

Goals and Objectives

- ❑ Identify and develop emerging leaders in Placer County
- ❑ Assess leadership skills and facilitate the preparation of individual training development plans
- ❑ Address key components of leadership, strategic planning, managing change, effective communication, and performance measurement

Got Questions?

Approval

Who do I ask for approval to attend a class?

Each department has its own training approval process. Let your supervisor know what classes you are interested in. A good time to discuss this is during your yearly employee evaluation.

Attendance

What do I do if I am sick on a day that I am scheduled for training?

When calling in sick to your department, let them know when and what class you are enrolled in. Have them contact your department training coordinator who will contact OD.

Classes

May I still attend a class if I have to leave early?

You should contact OD to be advised. It depends on the length of class and how much time you would be missing.

Who do I contact if I want to follow up about a class I attended?

Give OD a call at 5270. We will refer you to the person you should be discussing it with.

Class Confirmation

How do I get a confirmation?

Ask for confirmation from your Department Training Coordinator. OD does everything possible to contact the employee in case a class has had to be cancelled. It's a good idea to check with your Training Coordinator within 24 hours of your class to make sure it hasn't been cancelled.

Class Series

How do I make up a class that is part of a series?

A yearly class schedule is provided as well as monthly announcements. It is the student's responsibility to learn when the class that was missed will be repeated. Then, arrange with the department training coordinator for enrollment. You may also contact OD for information.

Credit/Training Record

Do I receive credit for these courses?

You will receive a Certificate of Completion at the end of each class. A comprehensive record of OD classes attended is available through the ACORN Training Module. You may access your training records through your Department Training Coordinator.

Enrollment

How do I enroll for a class?

Once you have gotten approval, contact your Department Training Coordinator (see list on page 47). They are the ones who will enroll you into classes.

Prerequisites

How important is it that I meet the prerequisites for a course?

There are a few classes or class series that have established prerequisites to ensure that you are properly equipped for the course you will be taking. Your classroom experience will be determined by your understanding and mastery of those prerequisites. Prerequisites may be met through completion of previous coursework or equivalent knowledge and/or experience. You may contact OD at any time to discuss the prerequisites.

Department Training Coordinators

ADMINISTRATIVE SERVICES Neri Nauenburg 4228

ADMINISTRATIVE SERVICES Kris Woods 4237

AGRICULTURE Peggy Lowry 7372

AGRICULTURE Patricia Patton 7380

AIR POLLUTION Jane Bailey 7132

ASSESSOR Doris Parker 4349

ASSESSOR Jann La Croix 4355

AUDITOR Barbi Vigil 4161

BOARD OF SUPERVISORS Dorothy Walsh 2620

BOARD OF SUPERVISORS Heidi Paoli 4010

CDRA - BUILDING Gail Wood 3033

CDRA - PLANNING Vicki Roush 3070

CDRA - ENGINEERING Lisa Ferral 7523

CEO OD TRAINING COORDINATOR Marquita Mayfield ... 5270

CHILD SUPPORT SERVICES Kathy Shealy 5776

COUNTY CLERK-RECORDER Karrie Wheeler 5696

COUNTY CLERK-RECORDER Shirley Johnson 5693

COUNTY COUNSEL Nanette Caldera 4048

DISTRICT ATTORNEY Jo Ann Ewasko 7040

FACILITY SERVICES Kathy Warmuth 6841

FACILITY SERVICES Deirdre Belding 6808

FARM ADVISOR Joyce Alderman 7395

FARM ADVISOR Joy White-Keeler 7385

HEALTH & HUMAN SERVICES Dawn Merrell 1880

HEALTH & HUMAN SERVICES Doug Carmichael 1870

LIBRARY Diane McDonnell 4553

PERSONNEL Bridget Lerude 4077

PROBATION Leslie Heimbichner . 7930

PUBLIC WORKS (DPW) Kim Hughes 7597

PUBLIC WORKS (DPW) Carrie Diller 7597

REDEVELOPMENT AGENCY Tonya Rust 4214

SHERIFF Judy Anderson 7838

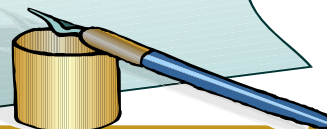
SHERIFF (JAIL) Kelly Leitzell 8514

SHERIFF (TAHOE) Jeff Granum 6312

TREASURER/TAX COLLECTOR Cindy Burrows 4138

VETERANS Fred Murphy 7992

*Contact Department
Training Coordinator
to sign up
for class!*



Consultants and Placer County Training Staff

Karen Arnold

Karen Arnold has over twenty years' senior leadership experience in all aspects of Human Resources. She has developed and led an organizational development and training department and has significant experience in change management, team building, and strategic planning. Ms. Arnold holds a Masters of Arts in Management and a Bachelors of Arts in Human Resources. She teaches in OD, HR, and supervisory programs at University of San Francisco, UC Davis Continuing Education, and CSU Sacramento College of Continuing Education.

Elaine Bienvenue

Elaine is an associate professor at Sierra College. She teaches management, business communications, introduction to business and small business courses. Elaine has an ability to create a safe and comfortable environment for learning. She has a good sense of humor, is able to clarify complex concepts and get students involved in the course material. She loves teaching Placer County employees because of their commitment, experience and mature wisdom.

Joan Belshin

Joan began her career counseling business in 1980 and has been helping clients discover their best attributes ever since. She has been developing workshops and training in Placer County and other organizations for over 15 years. Her BS is from UCLA and her Masters is from California State University, Sacramento. Joan was referred to in Richard Bolles book, "What Color is My Parachute?" and was one of the few Nationally Certified Career Counselors (NCCC). Her goal as a facilitator is to further harmonious working environments.

Terri Bianco

Terri designs and delivers dynamic, interactive presentations and workshops. Her programs are based on principles that ensure immediate impact with long-term results. A certified trainer with the Continuing Education for Public Officials program in Santa Barbara, CA, and on-line training designer for the League of California Cities, Terri has provided training and facilitation services in the public sector for 25 years.

Craig Dill

Craig has over 30 years of traffic safety expertise and training, which includes a BS degree from California State University Fresno. He is the former president of the State Driver Education Association and Coordinator of Driver Safety Services at AAA headquarters in San Francisco. Currently Craig provides driver safety training for cities and counties.

Janeen DuPree

Janeen has over 15 years of Placer County experience and over 10 in the Personnel Department. She is a Personnel Analyst currently assigned to the payroll-personnel system, ACORN Unit. She has extensive experience in conducting presentations and training program development.

Zeta Engel

Training professional with extensive management and training experience, advanced academic schooling, and a demonstrated ability for ensuring quality educational and work-related instructions for both the academic and business communities. Currently, a Senior Training Analyst with Placer County's Organizational Development, responsible for the planning and development of the County's training programs. Also, an adjunct faculty for Sierra College and a certified mediator.

Dr. Jerry Estenson

Dr. Jerry Estenson is a Professor of Organizational Behavior at CSU Sacramento. Professor Estenson has spent twenty-five years working in various management positions to Chief Administrative and Operations Officer of a public agency and Chief Executive Officer of two private corporations. He is dedicated to taking his hands-on experience to academics where he has created courses, which link theory and action. His current research interests include communication systems used in facilitating organizational change and leadership in rapidly changing environments.

Consultants and Placer County Training Staff

Shelly Fletcher

As an analyst in Placer County Executive Offices' Organizational Development, Shelly brings 19 years experience in government to countywide programs such as new employee orientation, employee recognition and suggestion programs, county volunteer and scholarship program coordination, and conference planning. She holds a certificate in meeting management, a credential in adult education, and is experienced in facilitation of small and large groups.

Dennis H. Gregory

Dennis is currently Director of Education and Training at Educational Resources. Mr. Gregory has accumulated over 30 years experience with technology companies and their training needs. Mr. Gregory is dedicated to life-long learning and assisting others in being successful in their personal and professional lives. He holds an Adult Teaching credential in business management and computer applications, Associate degrees, University credits in business management, and extensive seminar certifications.

Jeanie Hagen-Greene

Jeanie Hagen-Greene, founder and principal of H-G Training Group, specializes in human relations skills training. Her workshops on customer service, communication, and management skills are designed to equip participants with information and tools to successfully deal with other people. Since 1993, H-G Training Group has helped more than 145 organizations including Fortune 500 companies, and over 20,000 individuals improve their "people skills."

Suzanne Holloway

Suzanne is a Personnel Analyst II in the Recruitment Division of the Personnel Department. She has over fourteen years of public sector personnel experience, including recruitment and testing, classification and pay, employee relations, and training and development. She received her Bachelor's Degree in Psychology from UC Santa Barbara and her Master's Degree in Industrial/Organizational Psychology from CSU Sacramento. Suzanne has been a member of the Introduction to Supervision training team since 2003 and is a member of various personnel assessment-related organizations throughout California.

Del Kelty

Del retired as the Chief of Security and Investigations for the Placer County Department of Health & Human Services. He has 34 years of law enforcement experience. He has been consulting for UC Davis and done private training since 1985 on such topics as safety in the workplace, crisis intervention, investigations, and interviewing techniques.

Lauren Lund

Lauren Lund is president and primary consultant of Lauren Lund Communication (LLC). LLC is a strategic planning and management development company providing strategic planning consulting, meeting and retreat facilitation, management development training, documentation services, mediations, and individual coaching services. Lauren holds a graduate degree in Communication Studies. She also has served as a consultant and facilitator/trainer for the US Davis and its corporate clients.

Susan Mason

Susan is a leadership training and development professional with 20+ years of experience in both healthcare and human services management and currently managing partner in FutureDecisions. Susan's expertise is in training and coaching in change management, leadership development, and strategic and succession planning for both the private and public sector. Susan is a trained mediator with a bachelor's degree in Business Administration, an Executive Coaching certification, and is currently an adjunct professor at CSU Sacramento College of Continuing Education.

Karen L. Mayer

Karen has worked for Placer County over 20 years. For the past four years she has served as a Senior Administrative Services Officer with the Placer County Personnel Department. She worked for the District Attorney's Office for 16 years, and the Planning Department for 1 year. Karen has extensive experience in the areas of personnel management, supervision, employee evaluation, hiring and works currently in budget management.

Consultants and Placer County Training Staff

Ann McNellis

Ann has done Personnel work for over ten years and has a degree in Management. Currently, she works at Placer County Personnel in Department Support where she assists County departments with employee relations.

Mark O'Sullivan

Mark is a Senior Training Consultant with Educational Resources and a 20 year Law Enforcement Professional and Senior Chaplain. His career training includes Law Enforcement Academy Training, FBI Academy, California Department of Justice, International Conference of Police Chaplains, the Chaplaincy Training Academy, and numerous seminar certifications. He is an accomplished trainer, conference, and seminar speaker on numerous topics, and holds both Bachelors and Masters degrees.

Anne Mary Peasley

Anne has more than 18 years of teaching English to middle school, high school, and university students. She now focuses on business writing for cities, counties, and corporations. Educated on the east coast, Anne attended St. Michael's College, University of Vermont, and followed in the footsteps of her grandfather and father by completing her graduate studies at Columbia University in New York. Anne continues to attend seminars on Punctuation.

Quenby Rubin-Sprague

Quenby takes a special interest in the health care industry. She has over two decades of experience facilitating creative change in this highly volatile and chaotic environment. Her expertise lies in the areas of corporate coaching, conflict management, leadership enhancement, facilitation and training. She holds a Bachelor of Science Degree from US Davis and a Master's Degree in Human Resources and Organization Development from the University of San Francisco. She is a certified coach specializing in Corporate Coaching. She received her certification from the Academy for Coaching Excellence (ACE). In addition, she is also a Registered Dietitian.

Dr. Jackie Ryle

Dr. Ryle has been teaching, training, and presenting workshops for over 30 years, with particular focus on communications, leadership, conflict resolution, planning, and organizational change. She consults to non-profit and government agencies in organizational behavior and organizational development. Her doctoral degree is in human and organizational systems, and she is dedicated to the empowerment of people in organizations.

Gary Schell

Gary has been developing health and safety programs for over 25 years. He has a Bachelor's Degree in Occupational Safety and Health from the University of Wisconsin-Whitewater. He has developed and conducted training sessions on a wide variety of safety issues for many companies in the private and public sectors.

Andy Sisk

Andy has over 18 years of accounting and auditing experience. He has his bachelor's degree in Accounting from CSU Sacramento College of Continuing Education and has been a licensed CPA for nine years. He served as training coordinator for his previous firm in the private sector and actively taught many accounting and auditing subjects. Currently, Andy is the Assistant Auditor Controller for Placer County and teaches accounting and auditing topics County-wide that are geared specifically to the public sector.

Dennis Wade

Dennis Wade's 18 years as an adult educator and 10 years with Intel Corporation helped prepare him to provide employee development consulting services. Performance-based training, leadership/management skills, customer service, and team dynamics are among his areas of expertise. He holds a Masters degree in Organization Development from the University of San Francisco.

Consultants and Placer County Training Staff

Lori Walsh

Lori has worked in the human resources field in nonprofit and public sector agencies for 18 years. She is degreed at the master's level in public administration, is certified by the International Personnel Management Association and maintains an instructor credential from the California Community Colleges. She currently is the Assistant Director of Personnel for Placer County.

Susan Whitaker

Susan is a Stress Management Consultant who emphasizes an active, experiential approach to dealing with life's stressful events. She has degrees in Elementary Education and Vocational Rehabilitation. Susan is also the owner and director of Canyon Spirit Yoga Center in Auburn, California.

Kevin Williams, M.S.

Kevin has over 25 years experience in both field and staff positions in Fortune 100 companies. Most recently as a Vice-President of Customer Service at Comcast. Currently he is a managing partner in FutureDecisions. Kevin holds his Masters in Human Resources and Organizational Development from the University of San Francisco. He teaches in the CSU Sacramento College of Continuing Education, and is a member of the Leadership Team for the Sacramento Area Organizational Development Network.

Joan Zeglarski

Joan Zeglarski is a partner in HRT Associates. As a performance development specialist for more than twenty-five years, she has provided training and consulting to business and government on improving organizational communication, teamwork, leadership and customer service. In addition, Joan teaches numerous management courses for CSU Sacramento College of Continuing Education. She holds a BA from CSUS and a Master's Degree in Human Resources and Organizational Development from the University of San Francisco.

Michael Zeglarski

Michael is a partner in HRT Associates. He holds a BA and a Master of Arts in Teaching from Harvard University and specializes in organizational analysis, instructional design, and technical training issues.

General Information

Facility Locations

Training Room 1 is located at 11486 B Avenue, Auburn CA 95603. The nearest cross streets are 1st Street and Richardson Drive.

Training Room 2 is located at 11491 B Avenue, Auburn CA 95603 (directly across the street from Training Room 1).

Class Hours

Classes are generally held from 8:30 to 12:00 or 1:00 to 4:30 for half-day classes, or 8:30 to 3:30 for a one-day class, unless otherwise noted. Class hours may vary, so please verify class times and dates with your department training coordinator.

Telephone

Our telephone number is
530.886.5270
and Fax 530.886.5272

Anyone who needs to reach you while you are in training may call our reception desk at the above number.

Special Considerations

Our classroom temperature tends to fluctuate, so for your comfort, please dress in layers or bring a sweater. In consideration of participants with sensitivity to fragrances, please refrain from wearing cologne or fragrances while attending OD classes. Please turn off pagers and cell phones during class time.

Special Needs

Training Room 1 and Training Room 2 are accessible to persons with disabilities. Please notify Organizational Development in advance specifying the nature of the impairment and accommodation you require.

Parking

There are limited parking spaces in the parking lots near the Training Rooms. So, please allow yourself extra time to find a parking space. There is a large parking lot at the corner of B Avenue & Richardson.

General Training Policies

Employees Participating in College Classes During Work Hours

It is the policy of Placer County to insure that all employees attending college classes during their regular working hours adhere to all requirements of the course syllabus as determined by the instructor of record as well as the County's attendance policy.

The Policy for Attendance in Credited 1-Unit Course

Participation is critical to facilitated learning, especially in a short course of eighteen (18) hours conducted over five class sessions; therefore, employees shall attend all five classes with zero (0) absences. An employee's supervisor and/or department head may be notified of any absences. Students who miss a class may petition the Sr. Training Analyst in the event of an absence. The Sr. Training Analyst and the Instructor of Record for the class shall determine excused absences on a case-by-case basis.

The Policy for Attendance in Credited 3-Unit Course

These three-unit courses consist of 54 hours of instruction scheduled over nine six-hour classes. One daytime class is equivalent to two three-hour sessions at Sierra College; therefore, attendance is taken in the morning and again in the afternoon after the lunch breaks. An employee can miss one full day of class (e.g., either one whole day, two mornings, two afternoons, or one morning and an alternative afternoon) without consequences. Any additional absences may result in notification to the employee's supervisor and/or department head. In the event of extenuating circumstances, a student may petition the Sr. Training Analyst. The Sr. Training Analyst and the Instructor of Record for the class shall determine excused absences on a case-by-case basis.

Mandatory Training

In order to protect the County from liability, the New Employee Orientation (NEO) class is regarded as MANDATORY training and must be attended by all new personnel (except extra-help) within the first two months of their hire date. New Employee Orientation will generally be offered once per month through Organizational Development. Employees will be trained in Placer County organizational structure, procedures, activities, and Preventing Harassment and Violence in the Workplace policies, personnel, and liability issues.

Employees will register for the NEO at the time of their benefits processing with the Personnel Department. Employees will be expected to know the date, time, and location of the class and will present a notification to their supervisor.

AB 1825 Preventing Workplace Harassment requires that all supervisors and managers attend training once every two years and to new supervisors within six months of their assumption of a supervisory position.

Driver Improvement class is **MANDATORY** for employees that drive County vehicles and strongly recommended for all that drive private vehicles on County business.

In addition, there are other **MANDATORY** training classes periodically scheduled for county personnel; e.g., Preventing Workplace Harassment.

Cancellation Policy

If you are unable to attend a class, contact the Department Training Coordinator a minimum of two business days prior to the class to either find a substitute or to cancel the registration.

Late Cancellation Policy

Cancellations received after the two-business-day time period are subject to a \$50 no-show fee.

General Training Policies

Substitution Policy

If an employee is registered for a class and unable to attend, the department may send another employee as a substitute. The substitute should meet the same prerequisites for the class. There is no need to make special arrangements with OD for sending a substitute. The substitute should simply sign in on the class roster in place of the person originally registered. Please pass on any special pre-class material or instructions to the substitute. The substitute should then attend all class days. Please do not ask to have one person attend one day and another person attend another day of the same class.

No-Show Policy

The employees' department will be charged a "No Show" fee of \$50 if the employee does not cancel two business days prior to the class or a substitute does not attend in the employees' place.

If a new employee fails to attend the mandatory NEO training, a charge back of \$50 will be sent to the employee's department and their supervisor will be notified. Substitutes for mandatory classes are not allowed. If an employee misses a second mandatory class, the fee shall be raised to \$100. If there are extenuating circumstances why the employee missed the class, the training coordinator or representative of the department shall notify OD in writing as to the facts of why the employee failed to attend. Failure to attend the class or respond to the absence could result in disciplinary measures.

Signing in for Class

It is the policy of OD and the County Executive Office that the responsibility for an employee's attendance at county sanctioned classes rest on the employee. An employee who attends class during county working hours has the responsibility for signing the class attendance sheet dur-

ing class hours. Every effort will be made by the instructors to remind employees to sign the class attendance sheets. Failure to do so will result in a "No Show" charge being assessed to the department.

Should the employee believe that they did in fact attend the class in question, the employee will be responsible for writing an appeal to the Sr. Training Analyst stating their reason for not signing into class. A copy of any handouts distributed during class shall accompany the appeal as evidence of their attendance. The County Executive or designee will make the final decision whether to dismiss the charges.

Absence from Non-Credited Series Training Classes

Students who are seeking a certificate in the series classes are required to meet the following criteria:

- ✓ Students who participate in the series classes are allowed to miss one (1) class. However, students are expected to make up the missed class within one year from the date of the class. A student will not receive their certificate until all classes have been completed. It will be the student's responsibility to schedule themselves for their missed class. Additionally, for the **Advanced Management Practice** series all students are required to participate in the final session, the **Assessment Center** class, before a certificate will be issued. Students will need to notify OD if they cannot attend the Assessment Center portion of this class series.

Educational Resources & Other OD Services

Career Development

Career counseling is a service developed to encourage employees to stay with the County workforce while discovering ways to make career moves more on target with their personal goals.

OD works closely with the Personnel Department to provide you with opportunities to consider in developing your career with the County.

When an employee contacts OD for career counseling, a meeting is set to review your vocational goals. Depending on the needs of the employee, the following information may be covered:

- ✓ Understanding job announcements, applications, and recruitments
- ✓ Interviewing skills and resume writing
- ✓ Educational options to increase skills and meet job requirements
- ✓ Reference materials and resources available to you to further enhance your skills

Retaining a well-trained and qualified workforce in Placer County is key to our organization's success. Knowing how to get to the next job level in Placer County is certainly within your reach.

Facilitation

Facilitation is one of many services provided by OD staff. The word "facilitate" means "to make easier." A "facilitator" is a person who eases the flow and process of a meeting but does not participate in the discussion or influence the outcome. Instead of offering opinions, a facilitator provides options to participants along with structure and tools for a successful meeting. Facilitation is a way of providing leadership without taking control.

We have trained facilitators who can assist you in organizing an "outcome-based" meeting so that everyone has the opportunity to participate. The facilitation service includes preplanning discussions, facilitated meetings, and follow-up sessions, if required.

Mediation

Mediation is a method of resolving disputes in which two or more parties meet with a trained, impartial person who assists the parties in reaching a mutually acceptable agreement.

The mediator's role is to clarify issues, identify interests, and assist communications. The Mediator does not give legal advice to either party or participate in the decision-making process.

OD has trained mediators that can assist employees, supervisors, managers, or departments in settling disputes. We help the involved parties explore options by focusing on interests rather than positions. Through these discussions, we help the parties establish an action plan or professional working agreement that is mutually acceptable in resolving the issues in the dispute.

The mediation services provide for an initial discussion to gather the facts regarding the request for mediation. The mediators separately interview all parties involved in the dispute and then schedule a mediation session. All information gathered by the mediators is considered private and confidential.

Resource Center

Audio-Video and Text Book Library

The Audio-Visual and Text Book Library offers an extensive selection of management, leadership, and safety tapes. Examples of topics include: Communication, Customer Service, Interviewing Skills, Management Leadership, Diversity, Sexual Harassment, Time Management, Effective Negotiating, and much more.

Tuition Reimbursement

The tuition reimbursement program is designed to provide employees the opportunity to continue their self-development by enrolling in accredited classroom courses that will:

- ✓ Enable them to apply new concepts, methods, and ideas in their occupational fields
- ✓ Empower them to meet the changing responsibilities within their job
- ✓ Offer employees opportunities for career advancement in their occupational field
- ✓ Provide employees the opportunity to improve their skills and abilities in their respective careers

Eligibility of Courses for Tuition Reimbursement

The following criteria shall be used in determining the eligibility of courses for tuition reimbursement.

- ✓ Courses must be related to the work of the employee's position or occupation. The course must have a direct connection to the employee's scope-of-work.
- ✓ Courses must have a reasonable potential for resulting in savings or in contributing to more efficient services. Justification for taking the course must be submitted in writing to the County Executive Office Organizational Development (OD).
- ✓ Courses must be taken on employee time.
- ✓ Courses which are prerequisites or required for the completion of a Bachelor's, Master's or Doctorate degree in a work related field are eligible for tuition reimbursement provided that the course to be taken is directly related to the employee's job, and is justified.

Courses Are Not Eligible For Tuition Reimbursement If...

- ✓ They are taken to bring unsatisfactory performance up to an acceptable level.
- ✓ They are taken to acquire basic skills or basic knowledge that the employee was believed to have possessed when appointed to the position.
- ✓ They are duplicate courses available through in-service training.

- ✓ They are duplicate training which the employee has already taken.
- ✓ They are audited or incomplete courses.
- ✓ They are memberships to professional organizations.
- ✓ They are review courses and/or required tests.
- ✓ Conventions, workshops, short courses, institutes, license, test fees, continuing education units; etc., are not included in the tuition reimbursement program. Therefore, departments participating in such programs shall continue to use their conference and convention funds and make their requests in the designated manner.

Employees Eligible for Tuition Reimbursement

All permanent employees who have completed the initial probation period are eligible for reimbursement.

Nature of Reimbursement

- ✓ Reimbursement may be made for tuition, books, registration fees, and laboratory fees only. Expenses for parking, travel, meals, and other incidental costs are not reimbursable.
- ✓ Reimbursement shall be made to the employee upon completion of the course with a minimum final grade of C or its equivalent, in an under-graduate course, or B or its equivalent in a graduate level course. No reimbursement shall be made for audited courses or incomplete courses.
- ✓ Reimbursement received from other sources for tuition, books, registration fees, and/or lab fees will be deducted from the cost of such expenses to determine the amount the County will pay. Satisfactory progress toward a degree is required to be eligible for tuition reimbursement.
- ✓ The County will only pay the maximum allowable amount of tuition reimbursement regardless of the college attended. Tuition that exceeds the maximum amount will not be reimbursed.
- ✓ Tuition Reimbursement forms and a copy of these guidelines can be found on V:\CEO Training.

Do-It-Yourself Development!

- ◆ Want to learn but can't get to class?
- ◆ Want a creative way to grow professionally and keep your skills sharp?
- ◆ Want to expand on ideas presented in workshops?

The OD Resource Center is here to facilitate your learning!

We have a full stock of reference material available for use or checkout by any County employee, including:

- *Network Computers*
- *Books*
- *Workbooks*
- *Videos on...*
 - Leadership, Customer Service, Conflict Resolution*
 - Professional Development Topics*

And NOW you can view these videos during business hours in our Resource Center. Many videos are available for checkout. View privately or with your workgroup.

Take advantage of our Resource Center network computer that is available to you throughout the day.



Give us a call!

There are no more excuses for not learning!

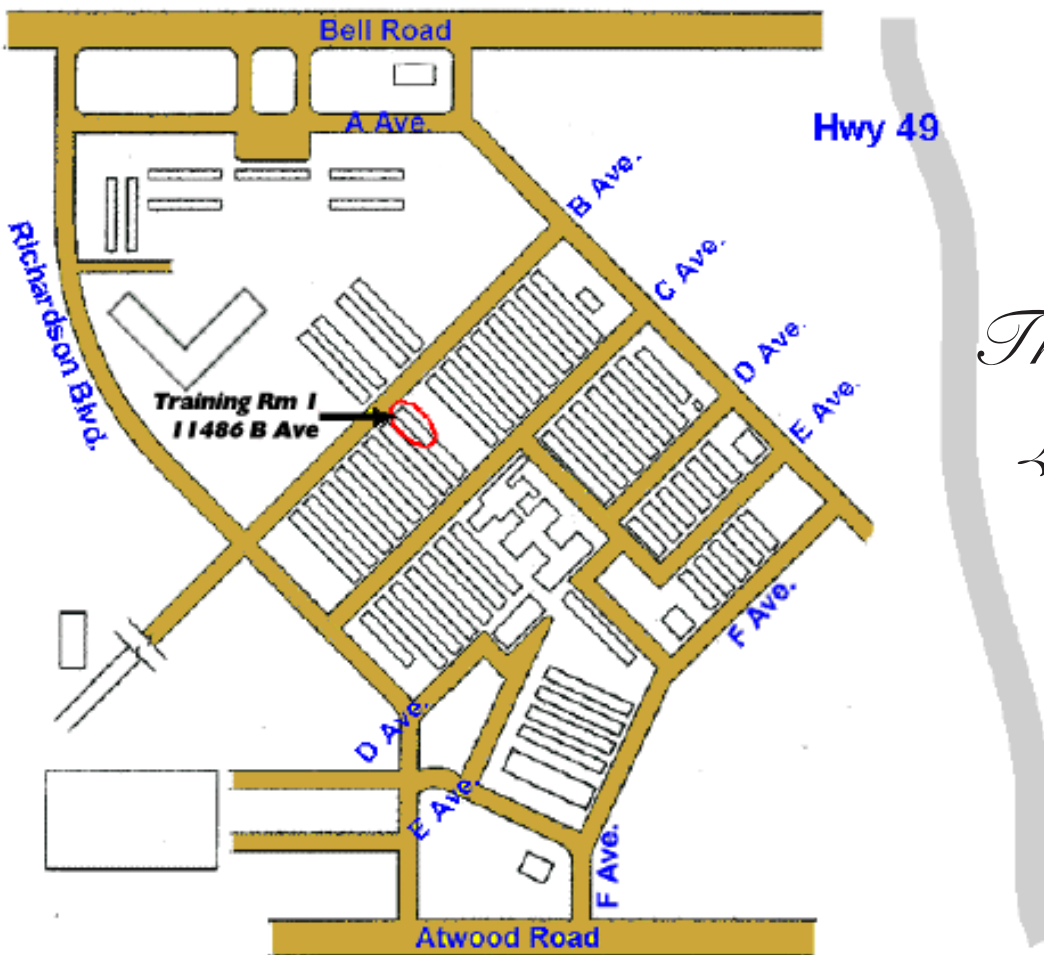
The Organizational Development (OD) facilitates professional development anytime, anywhere, at your own pace, and at your convenience.

Hours: 8:00 AM – 5:00 PM, Monday – Friday

Location: 11486 B Avenue, Auburn CA 95603

Contact: OD at 530.886.5270 or training@placer.ca.gov

Web Listing of available resources: <http://www.placer.ca.gov/exec/organizational-development.htm>



Training Room Locator Map

THE FIVE EASY STEPS TO ENROLL...

- 1** Make your course selections from our Catalog of Services or class announcements. (Pay attention to prerequisites.)
- 2** Get your supervisor's approval for all your course selections.
- 3** Contact your Department Training Coordinator. They will enroll you in your course selection.
- 4** Make sure you receive confirmation.
- 5** Any questions?
Please contact the OD office at 530.886.5270.
We are here to help!

Outside Training References

If you are still looking for additional training options, here are various training centers that provide a variety of training topics including: computer, general, management and supervision, etc.

<i>Vendor Name/Address/Web Site</i>	<i>Contact Person/Email</i>	<i>Phone</i>
Continental Training Center		
8391 Auburn Blvd, Suite 149 Citrus Heights CA 95610 www.pctraining4u.com	Darin Holcombe darin@pctraining4u.com	916.735.5515
New Horizons		
1215 Howe Avenue Sacramento CA 95825 www.newhorizons.com PThenethamnao@nhsacramento.com	Ed Ganns egans@nhsacramento.com Phit Thenethamnao 800.488.8003 ext 324	916.641.8500 ext 237 800.488.8003 ext 237 916.641.8500 ext 324
IS Inc.		
2554 Mill Creek Drive Sacramento CA 95833 www.ISInc.com	Michael Crawford Mike@ISInc.com	916.649.4554 916.920.1700 direct 916.920.2246 fax
Placer County Office of Education		
360 Nevada Street Auburn CA 95603	Nancy Fairfield – Technology Services	530.889.5988
Placer School for Adults		
390 Finley Street Auburn CA 95603 www.puhsd.k12.ca.us/adult/	Gregg Ramseth – Principal GRamseth@puhsd.k12.ca.us Arij Mousa arij@pacbell.net Laura Zabkar Zabkar@puhsd.k12.ca.us	530.885.8585
State Training Center (STC)		
Training Division 1515 "S" Street, North Bldg, Ste 108 Sacramento CA 95814-7243 www.dpa.ca.gov	Department of Personnel Administration	916.445.5121 480.315.4376

Outside Training References

<i>Vendor Name/Address/Web Site</i>	<i>Contact Person/Email</i>	<i>Phone</i>
UC Davis Extension		
University of California 1333 Research Park Drive Davis, CA 95616-4852 www.extension.ucdavis.edu	Student Services Office	800.752.0881 530.757.8777
Sierra College		
Rocklin Campus 5000 Rocklin Road Rocklin, CA 95677 www.sierracollege.edu	Sierra College Admissions Office	800.242.4004, x7186
Nevada County Campus 250 Sierra College Drive Grass Valley, CA 95945	Nevada County Campus	530.274.5302
California State University		
Sacramento College of Continuing Education 3000 State University Drive East Sacramento, CA 95819-6103 www.cce.csus.edu	CSUS, College of Continuing Education Admissions Office	916.278.4433 or 916.278.4601 916.278.4601 fax

List of Classes and Course Codes

0076 ... Accounting Journal Entries	0006 ... Driver Improvement	0041 ... Respecting Sensitivity in the Workplace
0076 ... Accounting Journal Entries	0023 ... Examine Male & Female Communication Styles	0049 ... Skills of Facilitation
0013 ... Active Stress Reduction	0093 ... Executive Leadership 2004	0050 ... Skills of Facilitation - Adv
0033 ... Administrative Support Certificate Program	0094 ... Executive Leadership 2005	0055 ... Success! Conflict & Resolution
0080 ... Advanced Management Practices (AMP)	0103 ... Explore Age-Cultural Differences in the Workplace	0056 ... Successful Phone & Email Skill
0104 ... Assertive Communication Skills	0042 ... Four Critical C's	0015 ... Taking Conflict Out of Work
0089 ... BUS100 Management: Concepts and Applications	0043 ... Get that Job! Interviewee Tips	0020 ... Techniques in Reducing Workplace Stress
0081 ... BUS102 Management Communication	0017 ... Hear This! Effective Listening	0097 ... Team Building
0057 ... BUS105 The New Supervisor	0078 ... How We Communicate without Speaking	0108 ... Team Makers or Breakers
0028 ... BUS106 Conducting Interviews	0036 ... Improving Workplace Relationships	0001 ... Tech for Optimal Problem Solving
0027 ... BUS107 Coaching & Motivating Employees	0009 ... Influencing Without Authority	0079 ... The Art of Delegation
0059 ... BUS108 Managing Workplace Conflict	0008 ... Interest Based Communication	0082 ... Time Management: Getting the Most Out of Your Day
0034 ... BUS109 Evaluating Employee Performance	0044 ... Interpersonal Communication	0090 ... Turning Stress Into Productivity
0032 ... BUS110 Disciplining Employees	0037 ... Intro to Gov Accounting & Auditing	0011 ... Understand Male/Female/Culture
0058 ... BUS111 The Supervisor as Team Leader	0046 ... Intro to Supervision I	0086 ... Understand Yourself & Others
0045 ... BUS112 Employment Law for Supervisors	0047 ... Intro to Supervision II	0095 ... Understand Yourself & Others II
0054 ... BUS140 Small Business Management	0024 ... Intro to the Art of Coaching	0018 ... Understanding Organizational Change
0092 ... Behavior is the Key: Building Successful Relationships	0106 ... Know How You Learn, Work, and Communicate	0069 ... Writers' Workshop: Advanced Effective Writing
0002 ... Breaking Communication Barriers	0038 ... Let's Get Motivated	0070 ... Writers' Workshop: Editing & Proofreading
0065 ... CPR - Recertification	0074 ... Living Leadership Seminar	0071 ... Writers' Workshop: Effective Writing
0029 ... Co-Worker Relationships	0083 ... Managed Health Network (MHN): Attitude Matters	0073 ... Writers' Workshop: Nuts & Bolts
0005 ... Communicating With Internal-External	0039 ... Making Meetings Work	0109 ... Workplace Accountability Done Right
0004 ... Communicating With Respect	0088 ... Managing Organizational Change	
0003 ... Communicating in Teams	0014 ... Managing Workplace Anger	Liebert Cassidy Whitmore
0025 ... Communication Skills Building	0016 ... Managing Workplace Conflicts	0066 ... Managing Overlapping Leave Laws and the Discipline Process
0026 ... Computer Ergonomics	0096 ... Managing Workplace Stress	0063 ... Alcohol & Drugs in the Workplace
0107 ... Conflict: Addressing the Heart of Conflict	0007 ... Management Tool Kit Situational Leadership	0060 ... Discipline Put Into Practice
0084 ... Counseling, Performance Management & Discipline	0075 ... New Employee Orientation	0112 ... Fair Labor Standards Act
0091 ... Create a Quality Environment	0048 ... On-the-Job Training	0061 ... Finding the Facts: Discipline
0030 ... Creating & Maintaining an Effective Team	0010 ... Persuasive Communication	0099 ... Handling Grievances
0105 ... Critical Thinking Basics	0051 ... Planning Your Career	0062 ... Hiring the Right Person
0031 ... Customer Service	0077 ... Power of Listening	0064 ... Labor Code 101 for Public
0012 ... Deal with Difficult Customer Situation	0021 ... Prevent Workplace Harassment	0102 ... Leadership Techniques for Supervisors and Managers
0035 ... Dealing With Change	0022 ... Prevent Workplace Harassment - Sheriff	0098 ... Managing the Marginal Employee
0087 ... Debt Elimination	0072 ... Preventing Workplace Harassment	0067 ... New Legal Issues
0019 ... Defusing Difficult Situations - Adv	0052 ... Problem Solving	0068 ... Prevention and Control of Absenteeism and Abuse of Leave
0085 ... Defusing Difficult Situations	0053 ... Professional Assault Response	0101 ... Privacy Issues in the Workplace
	0040 ... Project Management Fundamental	0100 ... Supervisory Skills for 1st Line Supervisor

Outside Agency Registration Form

County of Placer
County Executive Office
Organizational Development

ONE REGISTRATION FORM
PER STUDENT ~ PER CLASS



For your convenience...
Phone-in your registration: 530.886.5270
FAX registration to: 530.886.5272
Mail registration form with check to:
Placer County
Organizational Development
Attention: Class Registration
11486 B Ave ~ Auburn CA 95603
Questions? Call 530.886.5270

PLEASE PRINT AND DO NOT USE NICKNAMES

Last Name	First Name	Middle Initial
Home Address (Number, Street, Apt)	City	State Zip
Company Name		
Company Address (Number Street, Ste)	City	State Zip
Work Phone	Home Phone	
Fax	Email	

Start Date	Course Code	Class Title	Tuition

All courses, instructors, locations, and fees are subject to change or deletion without notice. Please contact OD for final confirmation.

INFORMATION AND REGISTRATION

Tuition Fees: may vary. Please call Organizational Development at 530.886.5270.

Fax: Registration form can be faxed to Organizational Development at 530.886.5272.

Payment by check **only** can be mailed or brought with you on the first day of class.

Mail-in: Mail completed registration form to Organizational Development, 11486 B Avenue, Auburn CA 95603.

Payment by check **only** can be mailed or brought with you on the first day of class.

Unable to Attend Class: To cancel a registration, you **must** notify the Organizational Development, 530.886.5270.

If your registration is not canceled two working days prior to the start of the class, the full tuition will be charged.

Refunds: We will refund your full tuition in the event your class is canceled due to low enrollment.

We will refund your full tuition provided the two working-day cancellation notice has been received by our office.